

[H.A.S.C. No. 112-35]

**ARMY AND AIR FORCE NATIONAL
GUARD AND RESERVE COMPONENT
EQUIPMENT POSTURE**

HEARING

BEFORE THE

SUBCOMMITTEE ON TACTICAL
AIR AND LAND FORCES

OF THE

COMMITTEE ON ARMED SERVICES
HOUSE OF REPRESENTATIVES

ONE HUNDRED TWELFTH CONGRESS

FIRST SESSION

HEARING HELD
APRIL 1, 2011



U.S. GOVERNMENT PRINTING OFFICE

65-806

WASHINGTON : 2011

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**ARMY AND AIR FORCE NATIONAL GUARD AND RESERVE
COMPONENT EQUIPMENT POSTURE**

HOUSE OF REPRESENTATIVES,
COMMITTEE ON ARMED SERVICES,
SUBCOMMITTEE ON TACTICAL AIR AND LAND FORCES,
Washington, DC, Friday, April 1, 2011.

The subcommittee met, pursuant to call, at 12:54 p.m., in room 2118, Rayburn House Office Building, Hon. Roscoe Bartlett (chairman of the subcommittee) presiding.

OPENING STATEMENT OF HON. ROSCOE G. BARTLETT, A REPRESENTATIVE FROM MARYLAND, CHAIRMAN, SUBCOMMITTEE ON TACTICAL AIR AND LAND FORCES

Mr. BARTLETT. The Tactical Air and Land Forces Subcommittee meets today to receive testimony on the equipment status and requirements of the Army and Air Force National Guard and Reserve Components.

We welcome our witnesses, Lieutenant General Jack Stultz, Chief, U.S. Army Reserve; Lieutenant General Charles Stenner, Chief of the U.S. Air Force Reserve; Lieutenant General Harry Wyatt, Director of the Air National Guard; and Major General Raymond Carpenter, the Acting Deputy Director of the Army National Guard.

Since September 2001, almost 600,000 guardsmen and reservists have deployed in support of combat operations, representing 40 percent of the total reserve force of 1.2 million troops. All 34 National Guard combat brigades have deployed to either Iraq or Afghanistan.

Two years ago Secretary Gates adopted 82 recommendations from the congressionally mandated commission on the National Guard and Reserves. One of those recommendations was to equip and resource the Guard and Reserve Components as an operational Reserve, rather than the Cold War model of a strategic Reserve.

The previous strategic Reserve model assumed very few mobilizations and assumed risks with inadequate equipment strategies. The change to an operational Reserve status coincident with a reorganization of the Army has greatly increased the amount of equipment Guard and Reserve units are required to have.

The Department is making improvements and progress in providing adequate funding to equip the National Guard and Reserve Components to enhance its role as an operational Reserve. Sustaining this funding and having the necessary transparency and accountability of the equipment, however, continues to be a major challenge.

The purpose of today's hearing is to get an assessment of the equipment and modernization needs of the Army National Guard, Air National Guard, Army Reserve and Air Force Reserve. We also expect to learn of the improvements that have been made in managing the Guard and Reserve equipping process.

While most Guard and Reserve units deployed overseas have all the equipment they require, many of those units don't get all that equipment until just before deployment, and in some cases after they deploy, which makes training to deploy very difficult.

Aging equipment is also an area of critical concern. For example, Air National Guard aircraft are on the average 28 years old, with the KC-135 tankers averaging 49 years old. The Air National Guard is reporting a \$7 billion shortfall in modernization funding.

Congress has not hesitated in trying to address equipment readiness shortfalls we have noted in many Guard and Reserve units. National Guard and Reserve Component procurement from fiscal year 2004 to fiscal year 2010 is still approximately 42.1 billion, averaging almost 6 billion per year.

Since 2004 Congress has authorized approximately 7.4 billion in a National Guard and Reserve equipment account. This funding has enjoyed sustained bipartisan support both on this committee and throughout the Congress. Although substantial progress has been made in terms of adequate funding and reorganization, there is much more to be done. Shortfalls still exist.

Before we begin, I would like to turn to my good friend and colleague from Texas, Silvestre Reyes, for his remarks.

[The prepared statement of Mr. Bartlett can be found in the Appendix on page 31.]

STATEMENT OF HON. SILVESTRE REYES, A REPRESENTATIVE FROM TEXAS, RANKING MEMBER, SUBCOMMITTEE ON TACTICAL AIR AND LAND FORCES

Mr. REYES. Thank you, Mr. Chairman. And today's hearing, I know, will cover a vital element of our armed forces, the Reserve Components of the Army and the Air Force.

And I would like to add my welcome and thanks for your service, gentlemen. Thank you for being here.

Back in 2006 there was a lot of debate about mobilizing large numbers of Reserve soldiers and airmen for the war in Iraq. Today we don't hear as much about this particular issue in large part, I think, because using the Guard and Reserve to support Active Duty Army and Air Force has become a routine way of doing business.

Since September 11th of 2001, hundreds-of-thousands of Army and Air Force reservists have deployed to combat. Tens-of-thousands are deployed today, with more in the pipeline to replace them. As the Chairman has pointed out, this change from a strategic Reserve to an operational Reserve is a major shift in U.S. military policy, with major impacts on equipment needs.

Of course, this isn't a new issue for this subcommittee, which has strongly supported additional funding for Army and Air Force Reserve Component needs. In fact, this subcommittee has led the way each year in pushing for additional equipment and its funding for the Guard and Reserve.

These efforts have made a big impact in terms of both quality and quantity of equipment for the Guard and Reserve. So much progress has been made in getting the Guard and Reserve the modern equipment they need, but there is still much more work that remains to be done.

Today's hearing will hopefully answer some questions about where the Reserve Components of the Army and Air Force are headed in the future. For example, how will we modernize the Air National Guard fighter aircraft fleet, given the delays in the F-35 Joint Strike Fighter? How will the Army's new rotational readiness model impact the equipment sets for the Army National Guard and the Army Reserve? If the Army National Guard and Army Reserves are indeed operational, as Reserves should they have the same quality equipment as the Active Army?

And finally, as the DOD [Department of Defense] looks to save money but maintain a maximum capability, should we consider increasing the size of the Army and Air Force Reserve elements as one way to get more bang for the buck in tight budget times? The answers to these and other questions will have a major impact on the future of the Reserve Components, so today we look forward to hearing more about these issues.

With that, Mr. Chairman, I yield back my time.

[The prepared statement of Mr. Reyes can be found in the Appendix on page 34.]

Mr. BARTLETT. Thank you very much.

We will proceed with the panel's testimony, then go into questions. Without objection, all witnesses' prepared statements will be included in the hearing record.

General Stultz, please proceed with your opening remarks.

STATEMENT OF LTG JACK C. STULTZ, USA, CHIEF, U.S. ARMY RESERVE

General STULTZ. Thank you, Chairman Bartlett, Mr. Reyes, Mr. LoBiondo, Mr. Wilson. It is an honor to be here today in front of you for this testimony.

I am here representing 206,000 Army Reserve soldiers around the world. And I placed in front of you a chart that shows the end strength of the Army Reserve and where it has been and where it is today. And I did that to illustrate one point. If you go back to the period of fiscal year 2002, 2003, you will see that the Army Reserve was way over strength, and we went from that period down to 2006 timeframe to almost 20,000 under strength.

Today—and I can set it up here; it is this chart—today we are back to about 206,000, being authorized 205,000. Now, the only reason I want to show you this chart is that was the old strategic Reserve on your left-hand side. That is the operational Reserve on the right-hand side. That is where we have been. That is where we are. And today I can report to you that your Army Reserve is the best-manned, best-equipped and best-trained Army Reserve we have ever had.

And I continue to be in awe, as I travel around the world, to see soldiers in Iraq, Afghanistan, Africa, Germany, Asia, places like that, Kosovo, that are well-educated. They have got good civilian careers. They have got families. They have got nice homes. And

they still raise their hand and take an oath to serve their Nation, knowing that we are going to ask them to go in harm's way and risk their lives.

And they do it because they love their country. And they do it because they feel their service. And they do it because they think, as they should, that we are going to provide them the right resources, the right equipment and the right training that they need and that we are going to take care of them and their families when they come home.

So while we have got this great operational Reserve, sir, that is a huge return on investment, just as Mr. Reyes said, when you are talking about our total military. The only way we are going to keep it is if we keep providing the equipment, the training and the resources that those soldiers deserve, because they are combat veterans now. They know what it is like to go and fight for their country. And they are going to expect us to provide them that same level of equipment and same level of training back home to maintain that combat edge.

And so today I hope that is what we get the opportunity to talk about, because that is what my soldiers want, because if we don't, we will repeat that dip again. We will go back through that same, and we cannot as a nation afford that. We built too good of an operational Reserve to let it go back the other way.

So, sir, on behalf of those 206,000, thank you for the support that your committee and Congress has given us. And thank you for the support you will continue to give us in the future. I look forward to your questions.

[The prepared statement of General Stultz can be found in the Appendix on page 37.]

Mr. BARTLETT. Thank you, sir. Be assured that we appreciate the contribution of our Guard and Reserve. They are maintained at a fraction of the cost of the regular military. We clearly cannot fight without them, because there is no way a 19-year-old can have the skill set and experience of a 39-year-old.

And so we recognize the contribution that you bring, and we are concerned that the Guard and Reserve are not always as well equipped and therefore did not have the opportunity for the kind of training the regular military has, and we want to correct that deficiency. Thank you very much for your testimony.

Now, General Stenner.

**STATEMENT OF LT. GEN. CHARLES E. STENNER, JR., USAF,
CHIEF, U.S. AIR FORCE RESERVE**

General STENNER. Chairman Bartlett, Congressman Reyes, committee members and fellow servicemembers, I very much appreciate you allowing me the opportunity to be with you to have this constructive conversation regarding one of the most important parts of my job, ensuring over 70,000 citizen airmen making up the Air Force Reserve have the resources and training essential to maintain that most important readiness that we have today.

I would like to first, if I could, take the opportunity to introduce Chief Master Sergeant Dwight Badgett. As the Air Force Reserve Command command chief, Chief Badgett serves as my senior enlisted advisor, helping me keep track of the issues regarding the

welfare, readiness, morale, proper utilization and progress of this command's outstanding airmen.

And thank you for being here today, Chief.

My written testimony outlines our priorities, but briefly, I would like to mention the fact that reservists continue to play an increasing role in the ongoing global operations. They support our Nation's needs, providing operational capabilities around the world.

As we speak, Air Force reservists are serving in every combatant command area of responsibility. There are approximately 4,300 Air Force reservists currently activated to support missions around the globe. That number includes our forces' contribution to the Japanese relief effort and direct support to the operations in Libya.

Despite increased operations tempo, aging aircraft and increases in capital scheduled downtime, we have improved fleet aircraft availability and mission-capable rates. The Air Force Reserve is postured to do its part to meet the operational and strategic demands of our Nation's defense, but that mandate is not without its share of challenges.

Our continued ability to maintain a sustainable force with sufficient operational capability is predicated on having sufficient manpower and resources. The work of this committee is key to ensuring Reserve Component readiness, and the National Guard and Reserve equipment account is our means for preserving combat capability. It guarantees that our equipment is relevant and allows for upgrades to be fielded in a timely manner.

Current levels of NGREA [National Guard and Reserve Equipment Account] and supplemental funding have allowed the Air Force Reserve to make significant strides in meeting urgent warfighter requirements. Air Force Reserve NGREA funding of at least \$100 million per year will provide parity with the regular Air Force and Air National Guard and greatly enhance our readiness.

As exemplified by our contribution to the joint fight, our Nation relies on our capabilities. Properly equipping the Reserve Components will ensure the Nation continues to have a force in reserve to meet existing and future challenges.

In a time of constrained budgets and higher cost, in-depth analysis is required to effectively prioritize our needs, but we must all appreciate the vital role the Reserve Components play in supporting our Nation's defense and concentrate our resources in areas that will give us the most return on that investment.

I thank you again for asking me here today to discuss these important issues affecting our airmen, and I look forward to your questions.

[The prepared statement of General Stenner can be found in the Appendix on page 71.]

Mr. BARTLETT. Thank you for your testimony.

General Wyatt.

**STATEMENT OF LT. GEN. HARRY M. WYATT III, USAF,
DIRECTOR, AIR NATIONAL GUARD**

General WYATT. Chairman Bartlett and Mr. Reyes, members of the committee, thank you for the opportunity to appear before you today. I also want to thank the committee for the extraordinary

support that you have given America's Air National Guard airmen, some 106,700 strong.

I would like to open with a brief review of our activities in 2010 before turning to the future of the Air National Guard. I think it is clear that your Guard airmen continue to make significant contributions to the Nation's defense both here at home and abroad.

Last year Air Guard airmen filled 52,372 requests for manpower, and 89 percent of these requests were filled by volunteers. Forty-eight thousand five hundred thirty-eight served in Federal court Title 10 status primarily overseas, and while most of those served in Iraq and Afghanistan and the surrounding areas, Air Guard members also served in Central and South America, Asia, Europe, Africa and Antarctica.

And Guard airmen serving in harm's way are not just flying airplanes and supporting flight operations. In fact, the greatest demand may be in the areas of security forces, intelligence, computer support and vehicle maintenance. Today Air Guard members are providing aerial refueling, airlift and command-and-control support relief efforts in Japan and Operation Odyssey Dawn in Libya, where we have states working in conjunction with Air Force Reserve Command and Active Duty airmen to provide aerial refueling capability in the region.

Domestically, your Guard airmen are helping with the Southwest border security, the counterdrug program, and guarding the skies above our Nation, flying the Air Sovereignty Alert mission. In addition, Guard airmen almost daily are in our communities protecting property and saving lives.

Guard combat search and rescue personnel in Alaska and California and New York are frequently called upon to help search for lost hikers or rescue stranded climbers. I got a report yesterday of two mountain climbers in Alaska that were pulled off an 11,000-foot peak by Air National Guard rescue helicopters.

The Air National Guard modular aerial firefighting units have supported the Forestry Service in numerous missions, and Guard airmen also made significant contributions to the earthquake relief in Haiti, oil cleanup in the Gulf, floods and tornadoes in the Midwest, and we are entering the hurricane season, where the Guards will be present again. Every day somewhere in America there are Air Guard members supporting civil authorities and protecting our citizens.

As we prepare for the future, the Air National Guard wants to build upon the lessons of the past. Former Secretary of Defense Melvin Laird introduced the total force policy. When he did that, his objective was to maintain defense capability in an era of decreasing budgets, kind of like we are in today. We in the Air Guard believe the policy has proven valid. The Reserve Components are the solution, not the problem.

Properly managed and resourced, the Air National Guard as well as the Reserve Components can provide combat-ready and combat-relevant capability at lower cost to the taxpayer—combat-ready in that the Air National Guard has proven its ability and willingness to respond quickly to the Nation's call. Again, referring to Odyssey Dawn, we had over 150 airmen in theater in less than 24 hours.

And as far as combat relevancy, given adequate equipment and funding, the Air National Guard will integrate seamlessly into the joint war fight at any point along the spectrum of conflict.

There are many factors that produce the cost-effectiveness of the Air National Guard, and the most obvious is the part-time nature of our workforce. When not performing their national security mission training or preparing, about 70 percent of our Guard airmen are not being paid with taxpayer dollars. They pay their mortgages, car payments and children's tuitions with paychecks from their civilian jobs.

But the cost-effectiveness of the workforce also includes different medical plans and retirement systems at less cost to the government. And we don't move Guard families from base to base every few years. Our Guard airmen also optimize the use of correspondence courses and distance learning for their professional military education and training, cutting down on TDY [Temporary Duty] and travel expenses significantly.

The other major component of Air National Guard cost-effectiveness is related to our community basing, the fact that most Air National Guard units are not located on large military installations with all their supporting infrastructure, but at civilian airports or within business communities.

For less than a \$4 million a year investment per year in airport joint use agreement fees, we gain access to 64 commercial airports. Or put another way, the Air National Guard operates 64 community bases for the approximate cost of operating one Shaw Air Force Base.

Community basing means much more than just an extraordinary tooth-to-tail ratio. It means a U.S. Air Force presence in 54 states and territories. That provides a recruiting base for all of the military services, an invaluable connection between the military and the civilian community it serves.

Finally, when you have a group of airmen who have grown up in a local community, worked in the local community, go to church and school in that community, they build lifelong relationships with their neighbors and civic leaders, relationships that are invaluable when dealing with an emergency or national disaster or when the Nation must go to war.

I will tell you what my greatest concerns are for the future and what keeps me awake at night. In our rush to save infrastructure costs through consolidation, we lose sight of the intrinsic value of community basing. As we plan the recapitalization of weapons systems, the retirement of older systems to pay for more new systems, we fail to manage our most valuable asset, our people.

When an Air National Guard unit moves from a flying mission to a non-flying mission, more is lost than just the aircraft. Highly experienced pilots and maintainers are no longer available for the total Air Force. Not only will the experience not be available in an emergency, but it will not be available to help season young regular Air Force airmen, and we lose that dual-use equipment, equipment we use to help our neighbors in an emergency.

In conclusion, just let me say that the exceptional men and women of the Air National Guard have proven themselves ready, willing, able and accessible for both their Federal role and for their

domestic civil support role. Thanks again for the opportunity to be here today. I look forward to answering any questions that you might have.

[The prepared statement of General Wyatt can be found in the Appendix on page 83.]

Mr. BARTLETT. Thank you very much.

General Carpenter.

**STATEMENT OF MG RAYMOND W. CARPENTER, USA, ACTING
DEPUTY DIRECTOR, ARMY NATIONAL GUARD**

General CARPENTER. Chairman Bartlett, Ranking Member Reyes, distinguished members of the subcommittee, it is my privilege and honor to be here today to represent 360,000-plus soldiers in the Army National Guard.

Of those soldiers, nearly 34,700 are currently mobilized, and more than half have had combat experience. The sacrifice of these soldiers, their families, their employers is something we not only acknowledge, but deeply appreciate. I wish to thank you for the opportunity to share relevant information on the equipment posture of the Army National Guard and thank you for your continued support. Thanks for the congressional support.

Our Nation has invested billions-of-dollars in equipment for the Army National Guard in the past 6 years. The delivery of that equipment has nearly doubled the Army National Guard equipment on hand rates for critical dual-use equipment—that is, equipment that can be used both in the homeland and overseas mission—over the past 5 years.

I would be remiss if I did not point out how important NGREA and the work of this committee have been in modernizing and equipping the Guard. This year we have achieved a critical dual-use fill rate of 89 percent, with 76 percent of that equipment on hand in the units, available to the Governors, should they need it even tonight.

The Army National Guard aviation program for both fixed- and rotary-wing aircraft provided huge benefits in support of domestic and overseas operations since 9/11. Every year offers Army National Guard aviation a new set of challenges.

In fiscal year 2010 fixed-wing aircraft transported in emergency supplies and personnel during floods, wildfires and other emergencies across the Nation. During the recovery effort after and during Deepwater Horizon oil spill, the Army National Guard aviation crews logged 3,720 hours and moved over 16 million pounds of cargo.

The Operational Support Airlift Agency provided critical combat support by transporting blood donations and wounded warriors across the United States. Fixed-wing aircraft also transported much-needed supplies and personnel to Haiti after the January 2010 earthquake. At home and abroad, these aircraft completed 11,312 missions, transported over 3.5 million pounds of cargo, and carried more than 70,000 passengers.

We have seen Army aviation requirements increase in Afghanistan while remaining steady in Iraq. The result has been an increased up-tempo for Army National Guard aviation. While we have retired many of our aging aircraft and divested ourselves of

the venerable Huey, we still have shortfalls in CH-47, Chinook and AH-64 Delta Apache airframes.

The investments made in the Army National Guard have contributed to our transformation to an operational force. The Nation will benefit from the past investment and experience in our modern Army National Guard. In a budget-constrained environment, the operational Army National Guard is a cost-effective solution.

I already mentioned the importance of NGREA. Because it is critical to our equipping strategy, we have worked diligently to ensure our obligation rates this past year have met the acquisition objectives of the 80-percent obligation rate in the year of appropriation and 90 percent in the second year. I am proud to report to you today that 93 percent of the NGREA funds for fiscal year 2009 have been obligated, and 84 percent for fiscal year 2010 have been obligated, well above the established goals.

It is also vital that we continue to fund soldier and family outreach programs. In calendar year 2010, the number of reported Army National Guard suicides doubled—62 in calendar year 2009 compared to 113 in calendar year 2010. Within the Army Guard we have set a goal to cut that number by half, back to 60, in calendar year 2011.

Most states have developed comprehensive social support and mental health initiatives as well as what the Army has done to support our programs. These programs emerged out of the need to strengthen soldier resilience.

Several of our states, including Michigan, Nevada, Nebraska, California, Wisconsin, Kansas and Illinois, have innovative resiliency programs across the Nation, and the Adjutant Generals are committed and actively engaged in this effort. I credit them with the current downward trend we are experiencing in the reported number of suicides for calendar year 2011.

Again, I would like to acknowledge the critical role your committee has played in building and sustaining the best National Guard I have seen in my career of more than four decades. I look forward to your questions and comments.

[The prepared statement of General Carpenter can be found in the Appendix on page 90.]

Mr. BARTLETT. Thank you all very much for your testimony. As is my practice, I will reserve my questions until last, hoping that they will all have been asked by other members of the subcommittee.

Mr. REYES.

Mr. REYES. Thank you, Mr. Chairman.

And thank you, gentlemen, for your testimony.

My first question deals with the Army's current plan for equipping Army National Guard brigade combat team, including having just one out of six heavy brigades equipped with the best, most modern versions of the M1 tank and the M2 Bradley.

The committee received testimony earlier this year that the reason for this disparity in the equipment was due to the affordability concerns that the Army had with, you know, with trying to have all Army heavy units equipped with the most modern and capable M1 tanks and M2 Bradley vehicles.

The questions I have, the first one is, doesn't it make sense to have our Army National Guard heavy brigades equipped with the very best versions of the M1 tanks and M2 Bradley vehicles? Over and over, the Army mantra has been we train like we fight. And it just seems to me that not having our soldiers equipped with the same equipment that, hopefully, they are going to take into battle is not a good policy. It doesn't make sense, again, based on what the Army says.

Second, how would having the most capable M1 tanks and M2 Bradley vehicles help Army National Guard units integrate into the Army's future tactical communications network? And if the Guard doesn't have these digital platforms, could it conceivably be left out of the future Army network battlefield?

General Carpenter, if you give us your sense on these three questions?

General CARPENTER. Yes, sir. First of all, a number of years ago the Army structured a two-variant strategy for the tanks and Bradley side of not just inside the Army National Guard, but across the Army. They have progressively modernized to the most modern version of those particular vehicles, and to this point the Army National Guard, as you pointed out, has one heavy brigade combat team that is equipped with M1A2 SEP [System Enhancement Program] tanks, and the coordinated Bradley fighting vehicle that goes along with that particular variant.

We have 435 tanks. We have got six brigade combat teams and three combat arms battalions that are equipped with the other version, the M1A1 SA [Situational Awareness]. To this point, both are deployable into the warfight. And the reason why the two-tier structure was adopted was because it was an affordability issue and the ability of the tanks and Brads to be produced. So we are comfortable at this point that both of those variants will be deployed, if there is a requirement.

With regard to the communication piece, there are enablers in both variants that allow for the digital communication with the required battlefield systems in order for us to function, in order for us to meet our obligations. Again, we adopted the two-tank variant with the Army, and at this point we are still in that agreement. We still believe that both variants are available for deployment and will be used in time of need.

Mr. REYES. Thank you, General Carpenter.

General Wyatt, as you know, the F-35 Joint Strike Fighter is facing additional development delays. The subcommittee has been informed that these delays could push back initial fielding of the Joint Strike Fighter by as much as 2 years.

In response to this delay, the Air Force is starting an effort to do service life extension upgrades to some of the F-16s in its fleet. But, of course, this process will be slow, with no F-16s going in for the SLEP [Service Life Extension Program] upgrades until 2016.

What is your current understanding of how the Air Force intends to modernize the F-16 squadrons in the Air National Guard? And do you think it makes sense to accelerate SLEP program in order to ensure that the upgraded F-16s are available correspondingly at the right time?

General WYATT. Mr. Reyes, thank you very much for the question. Obviously, this is an area of serious concern for the Air National Guard as we fly the majority of the older block 30 F-16s. I would say probably the best way to answer this question is with an observation at the very beginning, and then tell you what I know and don't know about the recapitalization program of the Air Force.

First, I think the key to the recapitalization of the combat fighter fleet for the Air Force is to take an approach that all of the components should be concurrently resourced with the new airplanes in a balanced fashion across all three components concurrently with that of the Active Component.

We know that the recent slip in the F-35 program that you have talked about has influenced the United States Air Force to take a look at the service life extension program that you mentioned. And it is true that the Air Force is considering that.

That decision, as you said, doesn't have to be made until 2016 with the current status of the F-35 program. If there were any changes to the 35 acquisition program as it has been restructured, that might require a different look or different timeframe. But right now, the keys to the Air Force recapitalization program are about fourfold.

I would say that the restructured F-35 program must stay on time, on track and on cost would be the first one. The second would be the F-22 modernization program should be fully funded so that all of the F-22s in the fleet will have the same capabilities. Number three, if necessary, the block 40 and 50 F-16s should see service life extension. Again, the time would depend upon how the F-35 program goes.

And then one thing that has occurred since the last time we had the opportunity to meet last year, sir, is that the Air Force has funded the structural sustainment program for the early block, the pre-block F-16s. This is significant for all of the Air National Guard block 30 units, because with this sustainment we are able to extend the life of those airplanes 2 to 3 years. And so that is good news for all the block 30 wing commanders and Adjutants General out there.

As far as what lies after, I would stress that a fully funded and all of those components I just mentioned about the recapitalization plan is key not only for Air National Guard recapitalization, but also for the United States Air Force recapitalization.

It is imperative that we evaluate the program as we go along, because right now of all the block 30 F-16 units that are in the Air National Guard, only the Burlington, Vermont, unit has been selected for the F-35. And we think that, barring any further SLEPs in the F-35 program that will happen in the 2020 timeframe, give or take a year.

But the other units, even with the structural sustainment, will need to see some sort of future in their plan in the years 2020, 2021, that timeframe. I am working with the United States Air Force now to further evaluate the probable flow of block 40 and 50 jets to the Air National Guard as the F-35 comes online and it is fielded to the Active Component.

And I hope that by the time we meet together next year or later on, that we will have a definite number not only the number of 40s and 50s that will flow to the Guard to replace our block 30 fleet, but also the timing in the amount per year so that we can program those into our units, which face a loss of their F-16 block 30s in the 2020 timeframe. I hope that answers your question, sir.

Mr. REYES. It does, and I thank you for that answer.

Although, Mr. Chairman, we had, as you know, Secretary Gates here yesterday, and one of his comments was that for those that are thinking about finding ways to cut the defense budget, he would ask that we all keep in mind the many challenges that we are facing around the world and mentioned Japan, of course, Libya and Afghanistan and among many.

But I also think it is important that as we travel around the world and received the Reserve and National Guard Components deployed to some of these very areas as we heard the testimony, that the Secretary think about how we support them with updated equipment as well.

And I appreciate the position you gentlemen are in in order to get the information to us and the fact that you will make do with whatever the decision is, but I just think we need to carefully look at that, because at any given moment the National Guard and reservists could be in the middle of the Libyan fight or deployed to Afghanistan, as they have been. And you know they were a major part of the Iraqi effort.

So I have one more question, but I will reserve it until a second round, if we are able to, with the votes. Thank you, Mr. Chairman.

And thank you, gentlemen.

Mr. BARTLETT. We should have time for a second round.

Now, Mr. LoBiondo.

Mr. LOBIONDO. Thank you, Mr. Chairman.

Thanks to our distinguished panel, and thank you for your service to our country.

On Wednesday Admiral Winnefeld referenced Section 333 of the fiscal year 2011 National Defense Authorization Act during an opening statement before the full committee. I offered this language with Congresswoman Gabby Giffords, and I know that this section requires him to evaluate the ASA [Air Sovereignty Alert] mission in consultation with the Director of the National Guard Bureau and report back to us on various components of the mission that we outlined.

I guess, General Wyatt, this would probably be for you. Can you give us any insight into what we can expect to read in that report and when we can expect this report to be made available, since we asked for consultation from the Guard side?

General WYATT. Yes, sir. And thanks for the question. I have been in consultation with Admiral Winnefeld. Our staff have worked closely together. My understanding is the Admiral will be ready to release that report here very shortly. I can't tell you exactly when.

But I think in summary what you will see, without getting into any of the detail until it is announced, is that the Admiral recognizes as the commander of NORTHCOM [United States Northern Command] the importance of the Air Sovereignty Alert mission. He

recognizes the growing threat that we face with the maritime threat and some of those capabilities that seem to be emerging.

And I think that he will also take a look at some of the other ways, including not just Air Sovereignty Alert, but the other ways that the Department can help with ensuring the sovereign airspace of the United States of America.

Congressman, as you well know, because you have one of those units in your jurisdiction, that the Air National Guard performs 16 of the 18 Air Sovereignty Alert sites across the country. I would not expect that total number to change much, if at all, because I think that with the threat that we face, there is wisdom in geographical disbursement of our forces. We are able to respond quicker that way, and it, I think, further points out the value of the community basing that we have.

That particular unit that is in your jurisdiction, the 177th, is one of the ASA units, as you well know, and it protects one of the most heavily populated areas of the country. And if you look around the country at the other locations of our Air Sovereignty Alert sites, you can see that they protect not only our citizens, but key infrastructure around the country that may come under attack.

So I applaud Admiral Winnefeld for what he is doing with the report. I think it will be very informative to the United States Air Force, the Department of Defense and Congress also.

I have great confidence in the work that he is doing. He is pulling together the Adjutants General and our wing commanders in the Air National Guard, and I know he is working with the Army National Guard and the other Reserve Components, too, as he looks at new and innovative ways to protect our country.

I hope this answers your question, sir.

Mr. LOBIONDO. Yes, sir. I also have a follow-up.

And I want to thank Mr. Reyes, because he touched on this with the situation with the F-16.

But there are additionally two areas that we specifically asked for the report to look at are the current ability to perform the ASA mission with respect to training, equipment and basing and whether or not the ASA mission is fully resourced.

Could you try to give us your opinion on these two areas and offer some recommendations on how the subcommittee might be able to help you address the current and future shortfalls that you might have with specific pieces of equipment of your F-16 fleet?

General WYATT. Let me address the age of the fleet first, because the answer to the question is right now we are okay. We have sufficient capability to perform the Air Sovereignty Alert mission.

You know, there has been some discussion about as we recapitalize the United States Air Force and the Air National Guard, is it necessary to bed down those units that perform the ASA with fifth-generation fighters.

And I would point out that of the 16 Air Sovereignty Alert sites that are covered primarily by our block 30 F-16s, that those same units not only do the Air Sovereignty Alert mission, but they are used in the Federal warfight overseas as we rotate on Air Expeditionary Force rotations, and we count on those airplanes to perform our operations overseas in the event of war.

When you think about in the future, and this goes to answer your question about proper equipping in the future, it is apparent that we will need the capabilities that reside in the fifth-generation fighter, not necessarily the stealth aspects so much, but those parts of the fifth-generation fighters like AESA [Active Electronically Scanned Array] radar, like integrated communications, like fusion sensor and fusion systems that allow the Air Sovereignty Alert birds to communicate with the other sensors that we have available around the country and to have the com that we need and the electronic warfare protection that the units would need when they perform the AEF rotation that they are required to do.

In the last couple of years, we have made great strides in rewriting what we call the DOC [Doctrine] statements, the description of capability statements, for each of our Air Sovereignty Alert units so that—and we did this in conjunction with Air Combat Command in the United States Air Force—so that there is a documented requirement not just for the warfight overseas and the capabilities that our jets need for that, but also for the Air Sovereignty Alert mission.

So when we talk about the basing locations, I think you will see that in the report that it comes out. I think what you will see is we have those pretty much right. There may be some small tweaks one way or the other as far as the equipping.

For the current time we are okay, but I share your concern that as we age those F-16s out, that if we don't modernize them with either a SLEP or replacing them with 40 and 50 series F-16s with those AESA sensor fusion and communication capabilities, that there could be a time in the future when we will not be able to adequately protect ourselves.

But I have great faith that through the recap program with either F-35s or with legacy flow of 40s and 50s, we will be able to meet that mission in future. There is a question on the timing and when that will happen, and those are the details that I think will probably be dictated by the performance or lack thereof of the F-35 acquisition program.

Mr. LOBIONDO. Well, I again thank you, Mr. Chairman.

General, thank you. I hear what you are saying, cautiously optimistic that this timing works out, but, boy, if it doesn't, we are in a heap of hot water. We are in a heap of hot water.

Mr. Chairman, thank you very much.

Mr. BARTLETT. Thank you.

Mr. Critz.

Mr. CRITZ. Boy, that is the problem about being way up front. You can't see who is behind you. But thank you, Mr. Chairman.

Thanks, Generals, for being here.

My first question goes to you, General Carpenter, and it sort of plays along with what Mr. Reyes was asking earlier, is that with the two fleet or two variant in the Abrams, you know, I think—I am looking through the presidential procurement budgets for the last about 6, 7 years, and it seems that about mid part of the decade is when everyone realized that we had better start funding procurement for the reservists and the Guard so that you could train well.

And in Pennsylvania, where I am from, we have quite a lot of Guard and Reserve that not only are in the state right now, but have served in pretty much any activity that we have had.

And I am curious that when you are planning, and we have actually AH-64Ds in my congressional district, so they are training on what is being used in theater, and what does that add to the training of our guardsmen when they are training on the Abrams that aren't the ones being used in the field or the AH-64s, if they are training on the ones that don't match what they have to use in the field? What does that do to your training?

General CARPENTER. Well, sir, obviously, when they are training on a model that they are not going to fight with, that they are not going to deploy with, there is some gap there that you have to train up before you can deploy or before you can be integrated into the rest of the force on the ground in the theater.

Right now, as I mentioned to Mr. Reyes, the two-tank variant and two-Bradley variant fleet are interoperable. And so what we have been assured by the Army is that they will be deployable.

Now, I don't think that we should fool ourselves and say that they are going to deploy the older, less capable model first. They are going to deploy the most capable, obviously, into the theater. And so we are confident that if that happens, they will become part of what we call theater-provided equipment. And at that point, you know, we will rotate soldiers and units in on top of that fleet, which is what we are doing in Afghanistan right now.

Mr. CRITZ. Right.

General CARPENTER. The AH-64D is a different issue. We are not deploying the A models into any theater at this point.

Mr. CRITZ. Right.

General CARPENTER. And so we are in the midst of a conversion of all of our A models into Delta models. We have three battalions left to go. And right now, we are looking forward to having all of those equipped with the AH-64 Delta models.

Part and parcel to that is the high demand for those kinds of helicopters in theater in Afghanistan. And we are seeing that requirement rise as opposed to going down, so we are pretty confident that those helicopters are going to be fielded, and those crews and those units are going to be used when required in that particular rotation.

Mr. CRITZ. I appreciate that, and, you know, my concern is that we have—and especially when you are talking about our Guard and Reserve, when they live in the community, and they are getting deployed and they are training up, and then they are not necessarily always going to be deployed as a unit. They are going to be attached to other units and then have to train up or have to be equipped and trained.

So it is just one of those concerns that as I look at the production schedule for really three of our ground vehicles, Abrams, Bradley and Stryker, you see that the Abrams goes to zero in fiscal year 2014—they are not going to make anymore Abrams tanks—and then ramp up again a couple of years later. Bradley stops fiscal year 2015. They stop producing Bradleys. And the Stryker, there is going to be a gap starting fiscal year 2014.

And having lived in a state where Guard and Reserve play such a large role, I always want to make sure that our guardsmen and reservists are equipped and trained so that when they go to theater, they are effective and there is not a lag time that has to be covered.

So I appreciate that answer. It is still a concern, because certainly, I think, there is an opportunity to continue the Abrams production and upgrade them all to the M1A2.

One thing that came to light, I have a very good friend who is an Army aviator, who talks fondly of the Sherpa. And we see the Sherpa mission being moved from the Army to the Air Force. And I am wondering how that affects the Guard and Reserve.

And because when the—and this is the way I see it—is when the Guard, especially the Guard when they have it, you own those vehicles, and it is like having your kid with your car. You take care of it, you keep it clean, and you keep it operational. And I am wondering what that impacts in your operational opportunity.

General CARPENTER. Sir, there are 17 states across the Nation that have Sherpas. There are 42 total airplanes. There are about 500 aviators and crew chiefs that are involved in that particular mission across 17 states.

We have been directed, courtesy of the resource management decision, RMD, to begin parking those aircraft, divesting ourselves of those aircraft starting in this year. We will park four of these airplanes this year, and by fiscal year 2015 we will have totally divested ourselves of those particular aircraft.

We are concerned about the future of the aviation community that makes up the C-23s right now, and we are making plans for them to transition prospectively into rotary-wing aviation or perhaps transition to being part of the C-27 crews that are involved with the Air National Guard.

Our concern from a homeland defense perspective, though, is that these aircraft shoulder the bulk of the cargo and passenger capacity inside of the country. Specifically, the Deep Horizon disaster that we saw, oil well in the Gulf, much of what was done down there in the fixed-wing world was done by the C-23s.

Mr. CRITZ. Yes, yes.

General CARPENTER. We think that there is a gap that we need to be concerned about between when we start the divestiture and when the C-27s come online in full capacity and in enough quantity to take up that responsibility. And we are working with the Army at this point to figure out how to resolve that issue.

Mr. CRITZ. I want to thank you. I do have another question, but I will yield back so that some other folks can get their questions in.

Thank you, Mr. Chairman.

Mr. BARTLETT. Thank you.

Mr. Runyan.

Mr. RUNYAN. Thank you, Mr. Chairman.

And, Generals, thanks for coming out.

As you may or may not know, I have the honor to represent Joint Base McGuire-Dix-Lakehurst, one of the predominant Reserve National Guard bases in the country.

But talking, you know, we always talk about 15, 20 years down the road, but I just want to touch on, you know, what are your top equipment, you know, General Wyatt, what are your top equipment priorities now and your, really, your shortfalls in the fiscal year 2012 budget as we currently sit here?

General WYATT. You know, the Air National Guard, like most of the Reserve Components, relies heavily on the NGREA accounts to make sure that the equipment that we do have is modernized. As far as the fill rates go, we are okay on the fill rates, the numbers of the specialized equipment that we have.

But our stuff is old, and the cost of maintaining and repairing and making sure that it is serviceable and ready to go to fight increases all the time. That is why this recapitalization is such a big issue to the Air National Guard.

And it is not just the fighter fleet. I am talking about the tankers. We have a source selection with the KC-46A. And again, I think the smart thing to do, as we decide where these airplanes will be located, is to field this airplane concurrently across all of the components at the same time as the Active Component and to make sure that we do that in a balanced fashion across all the components.

That way General Stenner's force, my force, can relieve the operations tempo of the Active Component. We will remain operational. And the days of having strictly a strategic Reserve and strictly an operational force are unaffordable. We have to have an operational force across all three components. And the depth that the Guard and the Reserve bring allows us to have that strategic Reserve.

But we have got to be trained on the same equipment with the same capabilities to be able to offer the country what it needs for the dollars. Specifically, I would say as we go through and take a look at the things that we need to improve on the older airframes that we have now—I talked a little bit about AESA radars—in the past the requirement for Air National Guard recapitalization of AESA radars for our fighting fleet has fallen below the funding line of the United States Air Force.

I don't see any funding for that in the future, although there could be, as the Air Force may or may not enter into that SLEP process that I talked about, the service life extension program for some of the 40s and 50s.

But we have been able to acquire some AESA radars for some of our F-15 fleet, thanks to the interest of congressional members, who in the past have through congressional adds funded some of that. That may or may not be available as we go on. I am very aware of the debate that is going on about congressional adds.

So that in my mind makes the criticality of the NGREA account even more important, because we have not used the NGREA account in the past to do AESA radars, but we will certainly need to take a look at that as the only funding source now for recapitalization of our fleet.

On the large airplane part, I would submit that we need to take a look at Large Aircraft Infrared and Countermeasures, LAIRCM, for some of our larger airplanes. We need to make sure that the Air National Guard C-130 fleet—we fly primarily the H models. We have only two wings of J models, and that is 16 airplanes.

All the rest are H2s, 3s, and those airplanes need to see the AMP, the Avionics Modernization Program, funded so that those aircraft can operate in conjunction with the newer United States Air Force J models. We need to take a look eventually at recapitalizing that older H fleet with Js.

As far as the combat services part, agile combat services part, we can always improve the welding fleet, the stock of equipment that we have that supports the flyers.

A lot of our equipment is extremely old there, and while our fill rate right now is about 88 percent, the equipment that we have, again, is old, and our weapons sustainment as far as the rolling stock and some of the support equipment that we have will continue to slide in the out-years, because it is getting too old, too expensive to maintain, and the dollars just simply aren't there to keep that serviceable fill rate of that 88 percent.

I expect a 2 to 3 percent degrade in that capability as we go out into the future. So those are the areas that I would concentrate on.

Mr. RUNYAN. Well, thank you.

There is a quick question for General Carpenter. What is the status of the payback plans the Army is required to provide your Reserve Components with their equipment?

General CARPENTER. Sir, the program you referred to is 1225.6 program, which essentially requires that if equipment is transferred from the Guard or Reserve to the Active Component, there is a payback plan required.

We have learned a lot since we left equipment in theater in 2004, 2005, and much of the most modern equipment we had in the National Guard was left in theater for follow-on units to utilize in the war fight. That payback plan is in place, and we are in the midst of receiving the payback right now from the Army in terms of funding equipment systems that we left behind there.

What is going on right now in terms of how we handle that is when we leave sets of equipment in theater in Afghanistan, for instance, there is a payback plan put in place immediately. And so the Army and the Army National Guard and the Reserve Component have learned a lot about this process in terms of ensuring that the equipping levels inside of the three components of the Army remains the same.

And so I am very confident that the payback plans that we have seen at this point are going to be honored and that we have got an adequate, stable plan for us to go into the future with.

Mr. RUNYAN. That is good to hear. Thank you very much.

Chairman, I yield back.

Mr. BARTLETT. Thank you.

Mrs. Hartzler.

Mrs. HARTZLER. Thank you, Mr. Chairman.

As you know, I just arrived, so I apologize if you have already addressed this, but as the daughter of an Army reservist, I am proud to be here and appreciate all of you and the important role you have played and are continuing to play as you are now more operational in your scope.

And in some ways that is concerning, but they have risen to the challenge, and I appreciate what all the families are doing in support of that. Of course, I would like to see the dwell time increased

for the time that they are at home. And I know it is very stressful and hard on the families, and so I appreciate all that you are doing.

Just a question, I guess, I have for General Wyatt regarding the Air Force. And I have heard that the fighter aircraft is reducing its amount of aircraft from 2,200 in 2008 to now there is 2,000 in 2010. How will that reduction of 200 aircraft affect the Air National Guard's ability to perform mission?

General WYATT. Ma'am, thanks for the question. You are correct. The Quadrennial Defense Review [QDR] and the National Defense Strategy has helped the Air Force determine the requirements for the combat air force fleet, and you are right. The correct number to meet those requirements is 2,000 total aircraft inventory with 1,200 what we call primary assigned aircraft inventory.

We got to that 2,000 number with the CAF [Combat Air Force] redacts that we just worked our way through. The Air National Guard did lose some of its fighter fleet, as did the other components also, but right now we are pretty steady at that 2,000 number. The President's 2012 budget has announced the loss of 18 more F-16s to the Air National Guard, and so we are beginning to drop below that 2,000 number.

I think it is critical to watch that 2000 number and the 1,200 number, because that is a moderate-risk way to meet the requirements of QDR. So I would submit that anything that drops below moderate risk when it comes to the security of this country needs to be examined closely.

Whether we can retain numbers close to that 2,000 and 1,200 depend a lot upon a lot of variable factors that I have mentioned before, whether or not the F-35 stays on its restructured acquisition schedule, and if not, the Air Force mitigation actions that may follow, such as service life extension programs for another of its block 40 and 50 F-16s.

Right now the Air Force is looking at 300. That is a decision that doesn't have to be made at this point until we see what the F-35 does, but the time for that decision is coming, and we will have to make a decision one way or the other here pretty quickly.

But we have worked our way in the Air National Guard through the CAF redacts to the point now where most of our units are settled. They know what the results of the CAF redacts are. We will continue through fiscal year 2012 to comply with CAF redacts. We will transfer some F-15s from Great Falls, Montana, to Fresno in California. There is a follow-on mission in the C-17 world for the unit in Great Falls, so that is a good news story.

But right now we are okay. But our ability to field that 2,000 and do the mission will depend upon all that part of the Air Force's recapitalization plan maturing, taking place, and being adequately funded to make sure that we don't drop below that 2,000 number that you mentioned before.

Mrs. HARTZLER. Very good. Well, I just want to make sure that our men and women have the equipment that they need and was concerned when there is reduction. It seems like we have a need for more equipment in a lot of areas, and so appreciate what you are doing. So thank you.

Thank you very much, Mr. Chairman.

Mr. BARTLETT. Thank you very much.

Mr. REYES, you have another question?

Mr. REYES. Yes. Yes, I do. And I just wanted to make sure that we understood it for the record.

When we were talking about the current Guard and Reserve force structure, was this an issue because—is there some kind of risk in terms of the end strength? And are there ongoing internal Army discussions about either the changes to the size or the content of the Army National Guard or Army Reserve?

General STULTZ. So far, sir, from the discussions I have been involved in, nobody has talked to me about reducing the size of the Army Reserve. I know that the message from the Secretary of Defense was taking the Active Army end strength down to—

Mr. REYES. Right.

General STULTZ [continuing]. Five hundred twenty, which is 27,000.

I think just as the chairman said in his opening remarks, the return on investment we are getting from our Reserve Components in terms of what it costs versus what we are getting, today I keep 25,000 to 30,000 Army Reserve soldiers on Active Duty continuously. About 20,000 to 25,000 of those are in Iraq, Afghanistan, 20 other countries around the world—Ethiopia, Uganda, Tanzania, places like that, doing a lot of stability operations in addition to warfighting operations.

I keep 6,000 to 7,000 on Active Duty back here in the United States. They are filling the training bases. They are the drill sergeants that are training our force—not the Reserve, the Active force. They are a lot of the doctors and nurses in our hospitals on our installations at Fort Sam Houston or Walter Reed.

And the value for that for what we are paying is enormous when you look at what percent of the budget we account for. So I think what the discussion is going to—we need to be looking at is if we are forced because of cost, budgeting and whatever, to reduce the size of our Active force, we cannot, we cannot afford to reduce the size of our Reserve.

In fact, we may need to look the other direction—

Mr. REYES. Right.

General STULTZ [continuing]. Because today we have constructed in the Army Reserve—I make up the combat support force, the enablers we like to call them. But if you look at how we have structured our Army today, between General Carpenter and myself for the Guard and Reserve, we account for 75 percent of the Army's medical capability, 75 percent of the Army's engineer capability, 80 percent of the Army's transportation capability, 85 percent of the Army's civil affairs capability.

And you can go on and on with that with the military police and other capabilities. We cannot afford, one, not to have an operational Reserve, and secondly, we cannot afford to look at reducing any end strength in the Reserve. That is my feeling.

General CARPENTER. Sir, as General Stultz mentioned, there have been no discussions that I have been a part of in terms of changing the size of either the Guard or Reserve with regard to the current initiative to reduce the size of the Active Component.

There are some initiatives in terms of what we call AC/RC [Active Component/Reserve Component] rebalance in terms of what type of structure there is in the Guard and what type there is in the Reserve and what type there are in the Active Component.

But we just went through what I would call a wholesale transformation in modularity here in the last 5 or 6 years. And for us in the Guard and Reserve, what builds readiness is stability, because when you reorganize a unit or when you stand up a new unit, and you are well aware of this, sir, it takes about 4 to 5 years to get to the readiness that you need to be able to deploy that unit.

And we, between General Stultz and I, we have been very emphatic with the leadership of the Army that that stability does build readiness, and if you are going to reorganize, let us be very thoughtful about how we do that. But, sir, there have been no discussions about changing the size of the Guard and Reserve inside of the Army that I know of.

Mr. REYES. Good, well, I am glad I asked the question. Thank you very much.

Mr. BARTLETT. Thank you.

Mr. CRITZ, you have another question?

Mr. CRITZ. Yes, sir. Thank you, Mr. Chairman.

Just as a one quick follow-up on the training in the Abrams and the AH-64s, if you had your druthers, does it make more sense to have the same vehicles in the Guard and Reserve that they are using in the field so that as you are training, you can directly deploy? You don't have to go through another step.

General CARPENTER. Yes, sir. The obvious answer to that is yes. But understanding that we are operating in a budget constrained environment and that there are some limitations on what we can do and what the possibilities are here in terms of fielding equipment, when you take that into consideration, long-term, yes. We want to get to a single variant.

Mr. CRITZ. Right.

General CARPENTER. But for the time being, the Army has remained fully committed to modernizing the Army National Guard. And I think, you know, as I mentioned in my opening statement, we are seeing more modern equipment come to the Army National Guard than we have ever seen in the history of the organization as far as I know.

AH-64 Deltas, as we talked about before, it is a big deal. We took over a year to do the conversion, mobilizing and deployment of the first one of these units in Arizona. And it was a Herculean effort. And to the credit of the Arizona Guard and mobilization base inside of 1st Army, we did transition from the A model to the Delta model. But it took a long time to get there.

And so, to your point, sir, I think the issue is that there is a gap there, as it does take some time to transition when there is a call.

Mr. CRITZ. Okay, well, and the reason I circled back around to that is because I think a lot of the modernization—because Congress put in the money for the Guard and Reserve to be equipped at a higher rate.

My, my question, though, is really because there is a lot of Guard and Reserve in Pennsylvania, and we know when a lot of your folks

are being deployed at a much higher rate than anyone ever expected over the last decade, that when they go back home, they sort of scatter to the wind.

And I saw some talk about suicide and I saw some talk about mental health issues. I am just wondering are you being given the resources? And how is your plan working to make sure that our men and women, when they do return, are being taken care of in the field?

And that is for any or all of you, actually.

General CARPENTER. First of all, sir, back to the equipment issue, you know, Pennsylvania has the only Stryker brigade inside of the Army National Guard, and to that 56 Stryker brigade's credit, they deploy downrange in the accolades at that particular unit.

And frankly, the awards that they got when they got back were truly inspiring, because this was a unit that rebuilt from scratch and that Pennsylvanians manned and that they deployed. And they did just great work in theater. And I think, you know, Pennsylvania and the Army National Guard can take a lot of pride in that effort for those soldiers.

Suicides are a problem for us. And frankly, we are trying to get our arms around exactly, you know, what is the cause. First of all, you know, we need to gather the statistics and identify what is the demographic that we see that is inclined to do this. And for us in the Army National Guard, what we see is that 64 percent of the people who commit suicide have never been deployed. And so it is not necessarily a deployment issue.

Only about 15, 20 percent are unemployed or have money problems. The common theme that we see across the 113 suicides we saw in 2010 was that they are predominantly white, they are predominantly male, and they are predominantly young. And so we have got a lot of those kinds of people inside of the Army National Guard courtesy of the combat organizations that you talked about, plus we recruit from the communities.

We are a community-based organization, and a lot of our young soldiers joined while they were still in high school, and some shortly after they get out of high school. And what we find is that that cohort is not quite as resilient as their predecessors. As your generation or my generation, when we have some adversity, we just work through it. But that resilience doesn't necessarily find itself inside of the current soldiers we recruit to.

And so the Army in conjunction with the Army National Guard has taken on a comprehensive soldier fitness program designed to build resiliency inside of the soldiers that we are recruiting into our organization. We are putting the money that we have against the initiatives that we have got out there to try and solve this problem.

Probably the gap that we have right now is trying to figure out how to provide behavioral health to soldiers who have never been deployed. If you have been deployed, you have eligibility for VA [Veterans Affairs] benefits, those kinds of things.

If you have never been deployed, probably the safety net is TRICARE Reserve Select. And the cost for an individual soldier is somewhere around \$50 or \$60 monthly. It doesn't seem like a lot to us, but for the most part it is, for a soldier who only gets a cou-

ple of hundred dollars for a drill weekend, that is a significant part of that paycheck.

But we are encouraging soldiers to participate in that, and we are working through the states to provide behavioral health support to the soldiers, once we identify the ones who are struggling with those kinds of problems.

General WYATT. Sir, on behalf of the Air National Guard, similar concerns on suicide. Last year 2010—and these are tracked on a calendar year basis, not fiscal year basis—the Air National Guard suffered 19 suicides, surpassing the 17 that we saw many, many years ago.

Along the same lines of the Army National Guard, the most causation, if there is such a thing, related to economics, inability to make mortgage payments, loss of job, personal relationships, and not necessarily with deployments overseas.

We have seen last year the Air Force increase its budget by about 25 percent for mental health professionals to help with the force. We are working with the United States Air Force at the present time to see if we can avail ourselves of some of that increase in their funding for mental health.

But absent that, we have taken steps this year to lean forward and hire mental health professionals at each of our 89 air wings across the 54 jurisdictions. The wing in the Air National Guard is really the focus point.

And we are attempting to put up a mental health professional at each of the wings that would be available to minister not only to those who have deployed, but also to those who have not deployed, and to work with our Adjutants General and our wing commanders to make sure that we don't wait on the phone call to come, that we take proactive action when we see something developing that is not quite right.

The key is putting eyes on those individuals. We are about two-thirds of the way through fielding that, and we have taken that money out of our own international Guard budget. And we have also had a big chunk of that cost that we have used Yellow Ribbon reintegration money to help fund. And so far, knock on wood, it is paying dividends. At this time in 2010 we had six suicides. To date, now we have two.

We hope that the effort that we are putting not just through the money part of it, but also encouraging through other programs that we work in conjunction with the United States Air Force—like the wingman program, the ace program, and some of the other programs that we have that helps focus on our individuals, we are able to make those personal contacts through those wing health professionals, through our chaplain corps, through our JAG [Judge Advocate General] corps.

And we find that we are now saving more individuals or preventing more suicides than are actually occurring. So these are starting to make and pay dividends for us.

General STENNER. I would just echo the comments that General Wyatt just made and tell you that the wingman program itself, it depends on leadership. And a lot of what we are doing right now is in fact a leadership issue, when we are emphasizing on those wingmen day programs the fact that we as leaders and then as

friends and coworkers need to look each other in the eye and say, "If there is an issue, you have got to tell me about it." And there has got to be no stigma attached to that.

Whether you are asking the question and it is an embarrassing moment or whether you are responding to that with "I do have an issue, and I do solicit some help," that, I believe strongly, that leadership emphasis on that has led to those saves that we are now starting to see and can accommodate these folks and translate what we did to save that person to the next individual that comes along and articulates an issue.

So I believe we are both reducing the suicide rate and starting to identify the saves and what it took to do that and incorporating those into training programs as well as the educational and the mental health pieces that we have got along that line as well.

General STULTZ. I will just add two quick comments, because everything that the others have said applies to us. Our suicides are not occurring predominantly because of deployment stress or anything else. It is something else going on in that soldier's life.

And the two focus areas that I have really put my leadership against—one, you have got to figure out what is going on in the soldier's head from the start, to the point where I have said, you know, our recruiters ought to be counselors.

When somebody walks in a recruiting station and says, "I want to join the Army," instead of saying, "Can you pass the drug test? Can you pass a physical," the first question ought to be "Why? What is going on in your life that makes you want to join the Army?"

And if he talks about not having a job, having a broken marriage, something, then a red flag goes up. We are not your solution—because I think a lot of soldiers come to us looking for help. There is something else going on in their life, and they are looking for us to fix it. So we have got to figure out what is going on in their life.

And secondly, for the Reserve Component, unlike the Army that went after the battle buddy strategy—so if you see your buddy in the motor pool, and he is acting strange or whatever, you got to reach out and help—our battle buddies are our families, because we only see our soldiers 2 days out of the month.

And so any suicide training about reducing stigma, about asking for help, has to include the family. You have got to educate and bring the family in. Otherwise, you are going to miss it, because they don't commit suicide at the drill hall. They commit suicide back home, and their family is there.

And so we are stressing get to know what is going on in the soldier's mind from the beginning, and secondly, get the family involved and get them as part of that training program.

Mr. CRITZ. Well, thank you very much. And believe me, I have tremendous respect for the Guard and Reserve, because this last decade really stressed your forces, and this is really what makes America great. So thank you very much for your testimony.

I yield back, Mr. Chairman.

Mr. BARTLETT. Thank you very much.

I appreciate this question and your answers on suicide. I have been concerned about suicide rates in our forces. I am particularly

concerned about the suicide rates and the increasing homelessness in our veterans. I don't want us to mirror the Vietnam era, and I am very pleased that you all are very aggressively addressing this in the forces.

And I hope that we can be more successful than we have been in that transition from Active Duty to retirement when the VA takes over and somehow a lot of our young people drop through the tracks. And there are a lot of civilian organizations out there that want to help, and we are working very hard to make sure that there is an opportunity for them to do that.

This has been a very good hearing. Fortunately, as I had hoped, my colleagues asked essentially all of the questions that I would have asked. There are a couple of tangential questions that we will submit for the record, if you would.

As I was sitting here listening to the questions and the testimony, I was reminded that a week or so ago I went to the deployment of one of our Guard units. This is a pretty emotional experience for me, and I was once again reminded how much we owe you and your people.

I was talking to the company commander, and about 20 feet from him was a very attractive young lady with about an 18-month-old boy in her arms. And the boy was reaching out toward the company commander and crying. And he said, "Oh, he is annoyed that I am ignoring him."

And so I went over and picked up the little boy from his mother's arms. And then he told me that his wife of 6 months pregnant. She is going to have another boy, and they have already named that boy. And I thought, he is going to return in a year, and he is going to Egypt. And when he comes back, his son is going to have to be reintroduced to his father, and he is going to see a new son, 9 months old, that he has never seen before.

And then after the assembly and they were saying their goodbyes to each other, I was impressed with how these young couples in their very emotional goodbyes could ignore all the other people around them. They were in a world of their own as they were saying those last goodbyes before that year's departure.

And I was reminded again how much we owe you. Thank you very much for your leadership. Please thank all of the people out there in your commands that are doing so much for our country. This has been a very good hearing. Thank you for your testimony.

Panel members, thank you for your questions. We will now be adjourned.

This committee will now be adjourned.

[Whereupon, at 2:15 p.m., the subcommittee was adjourned.]

A P P E N D I X

APRIL 1, 2011

PREPARED STATEMENTS SUBMITTED FOR THE RECORD

APRIL 1, 2011

Opening Statement
Honorable Roscoe Bartlett
Army and Air Force National Guard and Reserve Component
Equipment Posture

April 1, 2011

- The Tactical Air and Land Forces Subcommittee meets today to receive testimony on the equipment status and requirements of the Army and Air Force National Guard and Reserve Components.
- We welcome our witnesses:
 - **Major General Raymond W. Carpenter**, the Acting Deputy Director of the Army National Guard,
 - **Lieutenant General Harry M. Wyatt III**, Director of the Air National Guard,
 - **Lieutenant General Jack C. Stultz**, Chief, U.S. Army Reserve
 - **Lieutenant General Charles E. Stenner, Jr.**, Chief, U.S. Air Force Reserve
- Since September 2001, almost 600,000 selected guardsmen and reservists have deployed in support of combat operations, representing 40 percent of the total selected reserve force of 1.4 million troops. All 34 Army National Guard combat brigades have deployed to either Iraq or Afghanistan.
- Two years ago Secretary Gates adopted 82 recommendations from the congressionally mandated Commission on the National Guard and Reserves.

- One of those recommendations was to equip and resource the Guard and Reserve Component as an “operational reserve” rather than the Cold War model of a “strategic reserve.” The old, strategic reserve model assumed very few mobilizations and assumed risk with inadequate equipping strategies.
- The change to an operational reserve status, coincident with a reorganization of the Army, has greatly increased the amount of equipment Guard and Reserve units are required to have.
- The Department is making improvements and progress in providing adequate funding to equip the National Guard and Reserve Components, to enhance its role as an operational reserve. Sustaining this funding and having the necessary transparency and accountability of the equipment, however continues to be a major challenge.
- The purpose of today's hearing is to get an assessment of the equipment and modernization needs of the Army National Guard, Air National Guard, Army Reserve, and Air Force Reserve. We also expect to learn of the improvements that have been made in managing the Guard and Reserve equipping structure.
- While most Guard and Reserve units deployed overseas have all the equipment they require, many of those units don't get all that equipment until just before deployment -- and in some cases after they deploy -- which makes training to deploy very difficult.
- Aging equipment is also an area of critical concern. For example Air National Guard aircraft are on average 28 years old with the

KC-135 tankers averaging 48 years old and the Air National Guard is reporting a \$7.0 billion shortfall for modernization.

- Congress has not hesitated in trying to address the equipment readiness shortfalls we have noted in many Guard and Reserve units. National Guard and Reserve Component procurement from fiscal year 2004 to fiscal year 2010 has totaled approximately \$42.1 billion, averaging almost \$6.0 billion per year.
- Since 2004, Congress has authorized approximately \$7.7 billion in a separate, dedicated equipment account entitled the National Guard and Reserve Equipment Account.
- This funding has enjoyed sustained bipartisan support both on this committee and throughout Congress.
- Although substantial progress has been made in terms of adequate funding and reorganization, there is much more to be done. Shortfalls still exist.
- Before we begin, I would like to turn to my good friend and colleague from Texas, Silvestre Reyes.

**Statement of the Honorable Silvestre Reyes
Ranking Member, Subcommittee on Tactical Air and Land Forces
Army and Air Force National Guard and Reserve Equipment Posture**

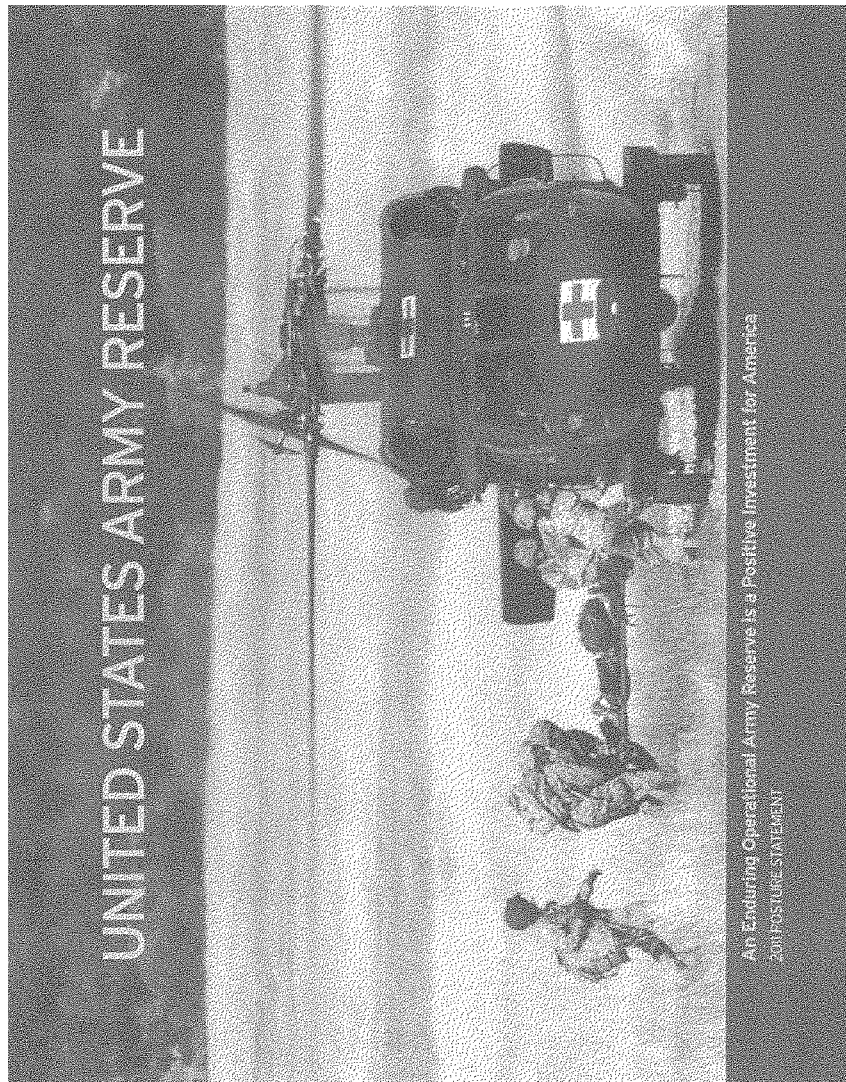
April 1, 2011

- Today's hearing will cover a vital element of our Armed forces: the reserve components of the Army and Air Force.
- Back in 2006, there was a lot of debate about mobilizing large numbers of reserve soldiers and airmen for the war in Iraq.
- Today, we don't hear as much about this issue, in large part because using the Guard and Reserve to support the active-duty Army and Air Force has become a routine way of doing business.
- Since September 11, 2001, hundreds of thousands of Army and Air Force reservists have deployed to combat.
- Tens of thousands are deployed today, with more in the pipeline to replace them.
- As the Chairman pointed out, this change, from a "strategic" reserve to an "operational" reserve is a major shift in US military policy, with major impacts on equipment needs.

- Of course, this isn't a new issue for this subcommittee, which has strongly supported additional funding for Army and Air Force reserve component needs.
 - In fact, this subcommittee has led the way each year in pushing for additional equipment funding for the Guard and Reserve.
 - These efforts have made a big impact, in terms of both the quality and the quantity of equipment for the Guard and Reserve.
-

- So, much progress has been made in getting the Guard and Reserve the modern equipment they need, but much work remains to be done.
- Today's hearing will hopefully answer some questions about where the reserve components of the Army and Air Force are headed in the future.
- For example, how will we modernize the Air National Guard's fighter aircraft fleet given the delays in the F-35 Joint Strike Fighter?

- How will the Army's new rotational readiness model impact the equipment sets for the Army National Guard and Army Reserve?
- If the Army National Guard and Army Reserve are "operational" reserves, should they then have the same quality equipment as the active-duty Army?
- And finally, as the DOD looks to save money but maintain maximum capability, should we consider increasing the size of the Army and Air Force reserve elements as a way to get "more bang for the buck" in tight budget times?
- The answers to these and other questions will have a major impact on the future of the reserve components, so we look forward to hearing more about these issues today.





Lower Army Reserve Soldiers are trained to provide combat lifesaver care on the battlefield and immediate support and services to their neighbors and fellow citizens working in combat zones. In the training exercise, D-560 (DECEP), helicopter has arrived on the scene to transport a casualty after non-medical. Soldiers have a simulated combat lifesaver scenario.

This photo captures Reserve 2nd unit of 125th Brigade of the Army Reserve at the U.S. Army Post for National Cadet Recruitment ceremony, April 21, 2009 at Camp Hill, Washington, DC.

The United States Army Reserve 2011 Posture Statement

Submitted by

LIEUTENANT GENERAL JACK C. STULTZ
Chief, Army Reserve and Commanding General, United States Army Reserve Command

and

COMMAND SERGEANT MAJOR MICHAEL D. SCHULTZ
Command Sergeant Major, United States Army Reserve

To the Committees and Subcommittees of the

UNITED STATES SENATE and the HOUSE OF REPRESENTATIVES
First Session, 112th Congress

The annual Army Reserve Posture Statement is an unclassified summary of Army Reserve roles, missions, accomplishments, plans, and programs. The 2011 Army Reserve Posture Statement also addresses the support required by the Army Reserve to continue its transition to an operational force during FY 2012.

Unless otherwise noted, all statistics and facts are current through March 2011.
This document is available on the Army Reserve website at: www.usar.army.mil

March 2011

An Enduring Operational Force

For more than 100 years, the United States Army Reserve has served as the nation's federal strategic force in reserve, supporting the war and peacetime needs of the Regular Army. Since our nation's involvement in Afghanistan and Iraq, combatant commanders have urgently called for many of the enabling capabilities resident within the Army Reserve, including logistics, engineering, security, medical and civil affairs support.

The steady, consistent and recurring demand for Army Reserve capabilities during the decade has posed significant challenges for a force organized and resourced as a strategic reserve. In response, the Army Reserve readjusted from the past three strategic reserve roles to a fully integrated and critical part of an operational, expeditionary Army that supports the nation's evolving and challenging wartime requirements.

In today's national economic and political climate at home and around the world, it makes good business sense to sustain the enabling capability provided by the Army Reserve. Compared to the cost of replacing the full-time Army force, a relatively smaller investment in the Army Reserve provides security at home and supports the fight against terrorism abroad. The Army Reserve responds to domestic disasters, when authorized by the President of the United States, and also participates in security cooperation operations with partner national interests around the world. In support of coalition operations, the Army Reserve responds to the threatening situations and fosters stability in our designated nations where conditions are ripe for terrorism to gain a foothold. The Army Reserve's 5-year value cycle means that the full cost for a reserve component Soldier only when he/she is mobilized.

Many companies in private industry use a similar strategy: firms that specialize in risk prevention, for example, hire certified accountants, lawyers to handle the heavier customer demand that occurs from the beginning of a new year to the filing deadline of April 15. They find it cannot afford, nor would it make good business sense, to maintain a

full-time accountancy force during off-peak seasons. The relatively low cost of hiring seasonal workers adds to their bottom line.

The Army Reserve conducted an analysis that shows over a 15-year period, an enduring operational Army Reserve provides key capabilities for the Army at significant cost savings. We increase the savings by comparing the active component and reserve component costs of building readiness, deploying and employing forces.

The Army Reserve prepares for service by employing the Army Force Generation (ARFORGEN) model—a five-year structured progression of increased unit readiness over time resulting in periods of available trained, ready and cohesive units prepared for operational deployment.

Under the current BRAC/GEN process, an active component Army Soldier spends two years in a non-deployed status at a cost of \$146K per year—compared to his/her Army Reserve counterpart who spends four years in a non-realized non-deployed status costing \$173K per year—that about one-third the cost of an active component Soldier to train-up. This cost savings is achieved by providing technical capabilities to the Army and peacetime training for Soldiers and their families.

During a 15-year period, an active component Soldier spends five years deployed with an overall average cost of \$146K per year compared to the Army Reserve Soldier who spends three years mobilized/deployed with an overall average cost of \$63K—that about half the cost of an active component Soldier.

An operational Army Reserve not only saves money, it helps the Army mitigate current capability shortfalls. For example, the Commander of Africa Command, General William E. "Tip" West, and the Commander of European Command, Admiral James G. Stavridis, related in testimony before the Senate Armed Services Committee on March 9, 2010, that employing an operational Army Reserve to support combatant commander security activities would provide significantly more capability for the mission while maintaining available operational expertise, built-up from current operations. Using the Army Reserve in security cooperation missions also reduces the demand for active Army capabilities, allows the active component to maintain more readiness, and provides the Army Reserve with the opportunity to employ and refine its multifunctional skills.

An operational Army Reserve can be key to developing cooperative security arrangements (collaboration with regional nations, interagency and non-governmental organizations, and regional institutions to respond to the broad range of regional contingencies) while building Partnership Capacity by strengthening and expanding relationships with allies and partners. The Army Reserve could also mitigate the costs that an active component tour would require in Korea (family housing, child care, medical, etc.) by providing trained and validated dunnage for one-year tours.

It makes good business sense to sustain the enabling capability provided by the Army Reserve for now and into the future. Army Chief of Staff, General George W. Casey, Jr., has said that a visible alternative is having a fully operational Army Reserve to sustain today's combat support needs and those of the future. As the Army evaluates the resource requirements to sustain and improve Reserve operational capabilities, decisions on full-time staff, funded training days, and sequencing of training (pre-mobilization/post-mobilization) drive the cost.

Operationalizing the Army Reserve has always been a requirement for an enduring level of readiness support that cannot be assumed with current supplemental funding. The Army Reserve must have predictable funding in the base budget to ensure Soldiers are well trained, well prepared, and well equipped at all times to respond in the nation's needs. An enduring operational force cannot be fully effective if it has to borrow personnel and equipment from one unit to shore up another to meet mission requirements. Lending creates turbulence within units and diminishes gained efficiencies.

For now and into the foreseeable future, the Army Reserve will function as an operational force. The required institutional, policy, and systemic resourcing processes and procedures are being transformed to ensure a sustainable and ready force capable of operating across the full spectrum of conflict.

The Army Reserve is a positive investment for the nation. We provide necessary combat support and combat services support to combatant commanders where and when needed, thereby saving limited resources. We train Soldiers who accomplish daunting tasks and provide critical support on the battlefield. We give back to the nation highly trained, mature and refined Soldiers who also provide civilian employers the kind of talent needed to sustain the local economy.

America can make no better investment than sustaining an enduring operational Army Reserve.

Lieutenant General Jack C. Stultz
Chief, United States Army Reserve

Command Sergeant Major Michael D. Scharf
United States Army Reserve

As America remains a nation at war, the Army Reserve continues to be a cost-effective force as evidenced by what we accomplished with the FY 2011 Budget Congress appropriated to us. The \$79 billion Army Reserve appropriation represented only four percent of the total Army budget; yet in 2010, we achieved the following results within the four core elements (Human Capital, Materiel, Readiness, and Services, and Infrastructure) of the Army Reserve Enterprise as outlined below.

HUMAN CAPITAL

Human Resources: In FY 2010, the Army Reserve conducted 525 Yellow Ribbon Reintegration Program events, serving 26,000 Soldiers and 28,000 Family Members.

Chaplain:

Army Reserve chaplains conducted over 300 Strong Bonds events throughout this country and territories, enhancing Soldier and Family communication and relationship skills. Some 12,500 Soldiers and Family Members participated in these events and received the training.

Behavioral Health:

Licensed clinicians are following up on the urgent patient's treatment by the Periodic Health Assessment and Post Deployment Health Assessments, working on an "Assess and Refer" model. Clinicians conduct bio-psychosocial assessments of each individual who is referred and determine the appropriate level of follow-up. They do not provide treatment. The major illnesses being identified that are Post Traumatic Stress, Major Depression and Substance Abuse.

Medical and Dental:

Army Reserve medical readiness improved from 23 percent in October 2008 to 60 percent as of 23 September 2010. Programs such as the Army Select Reserve Dental Readiness System (ASDRS) have made highly successful. Dental readiness, which is currently 23.74 percent, has improved 21 percent over the last two years, and is one of the key elements improving medical readiness. We converted 168,829 Soldier's paper records to an electronic Health Readiness Record, allowing us to take full advantage of efficiencies in time, cost, and services over the continued use of paper treatment records. The Army Reserve successfully

conducted social orientation training, provided the Model AS 3 record, exchange seen an improvement in communication with Army Soldiers and, positive involvement on the part of our subordinate commands.

Family Programs:

The Army Reserve Virtual Reintegration Program served some 5,500 military members and their families, from all branches of the armed services, during FY 2010 - providing the resources of active military installations to geographically dispersed military families. These pilot sites at Army Strong Community Centers offer information and assistance on many issues, such as concerns with TRICARE, legal matters, retirement, GI Bill, and able and youth services.

MATERIEL

The Army Reserve established New Equipment Fielding facilities to increase throughput of new equipment issues to units. This has allowed the Army Reserve to execute the largest distribution of new equipment in recent history. Over 23,000 pieces of equipment were provided to Army Reserve units, enhancing their readiness. Using year, real time database in "soldier" logistics information and management systems led to an automated process to receive manpower requirements in equipment maintenance support activities. The Army Reserve is on track to successfully implement the Army's initiative for introducing enhanced clothing and individual equipment.

READINESS

Operations:

Army Reserve continues to provide vital capabilities to combatant commanders in support of overseas contingency operations. More than 150,717 Army Reserve

soldiers have mobilized in support of Operation Iraqi Freedom Near Base (OIF/NAB) and Operation Enduring Freedom (OEF) since September 11, 2001. 16,900 more than 15,584 war-torn citizens are serving in Iraq. 21,618 soldiers and 22 other countries are serving in Iraq.

Army Reserve Aviation continues to task the way in Air Traffic Simulation. Thanks to units approved by Congress, the Army Reserve helped more than 630 Laser Airman's Training Systems to 244 Army Reserve locations during the past year, while having the means to revisit, and field, bridging, logistics management and information systems.


SERVICES AND INFRASTRUCTURE

Facilities Management:

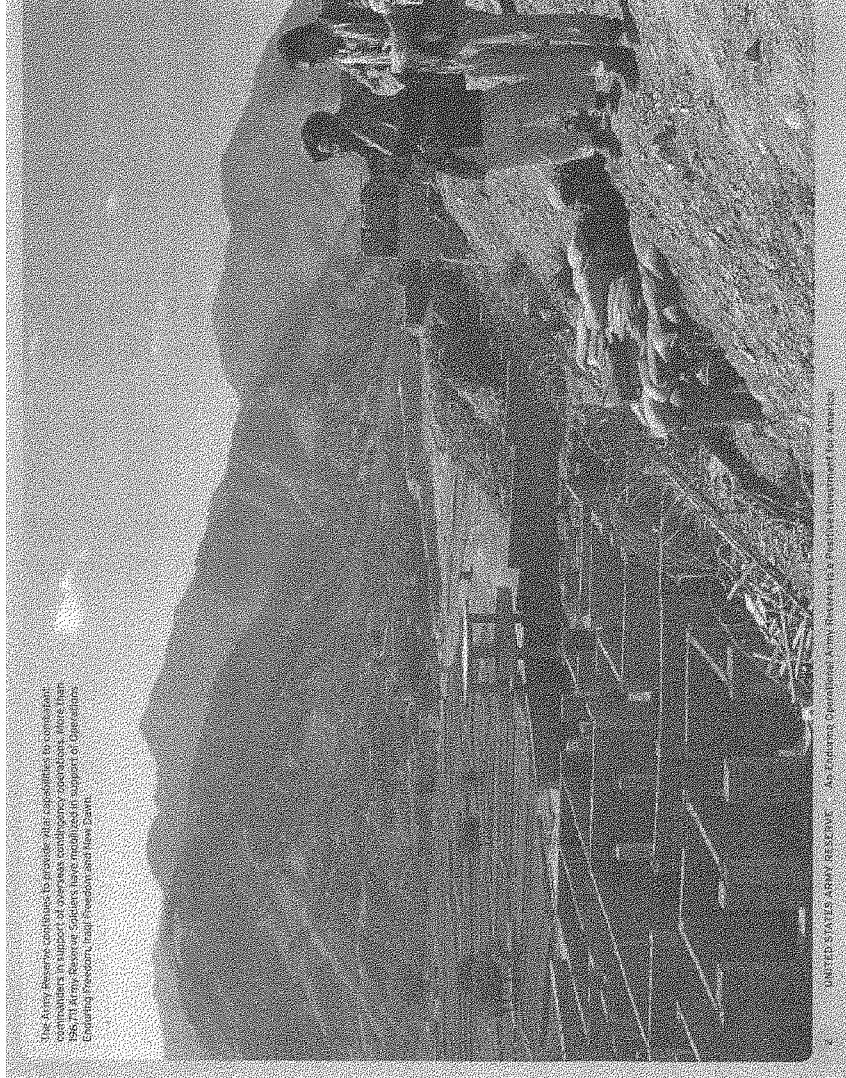
The Army Reserve successfully awarded over \$453 million in Military Construction (MILCON) projects in 2010. Several new Army Reserve Centers will achieve net-zero energy usage self-sufficient without drawing additional power from the electrical grid. The Army Reserve has developed innovative passive building design techniques to achieve low technology, low cost energy efficiency. We are installing solar collection, roofs, wind turbines, and geothermal plants at several new facilities. The Army Reserve has started a retrofit program including lights, windows, roofs, and other components with new energy-efficient technologies, resulting in substantial savings in utility costs.

The Army Reserve has realized monetary benefits totaling approximately \$25.2 million during the last year through the Office of Internal Review, which provides Army Reserve Berlebach, Nixley, independent and professional review, audit, evaluation, and consulting services.

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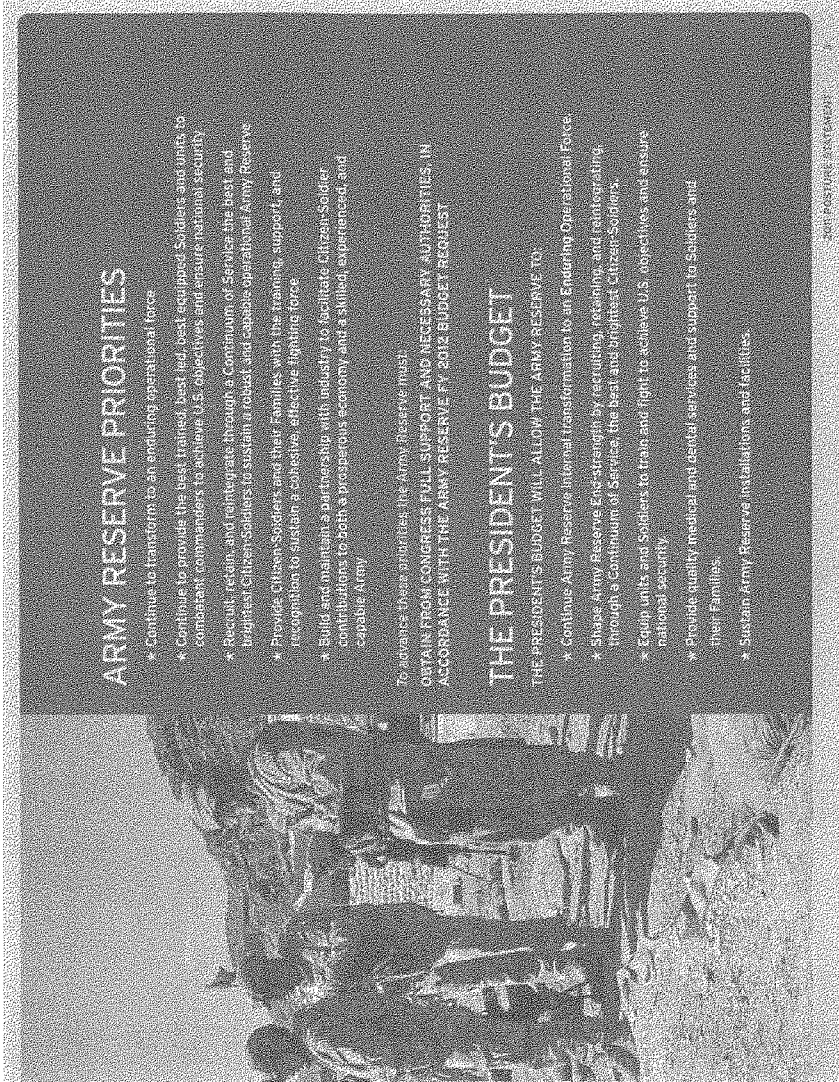


2018 POSTURE STATEMENT



The Army Reserve's response to the 9/11 attacks is a testament to the military's support of the nation's highest priorities. In 2001, 150,000 Army Reserve Soldiers have mobilized in support of Operation Enduring Freedom, Iraq, Freedom and New Dawn.

UNITED STATES ARMY RESERVE. An American's Perspective. www.armyreserve.com



ARMY RESERVE PRIORITIES

- ★ Continue to transform to an enduring operational force
- ★ Continue to provide the best trained, best led, best equipped Soldiers and units to combatant commanders to achieve U.S. objectives and ensure national security
- ★ Recruit, retain, and reintegrate through a Continuum of Service the best and brightest Citizen-Soldiers to sustain a robust and capable operational Army Reserve
- ★ Provide Citizen-Soldiers and their Families with the training, support, and recognition to sustain a collective, effective fighting force
- ★ Build and maintain a partnership with industry to facilitate Citizen-Soldier contributions to both a prosperous economy and a skilled, experienced, and capable Army

To advance these priorities, the Army Reserve must OBTAIN FROM CONGRESS FULL SUPPORT AND NECESSARY AUTHORITIES, IN ACCORDANCE WITH THE ARMY RESERVE FY 2012 BUDGET REQUEST

THE PRESIDENT'S BUDGET

THE PRESIDENT'S BUDGET WILL ALLOW THE ARMY RESERVE TO:

- ★ Continue Army Reserve internal transformation to an Enduring Operational Force
- ★ Shape Army Reserve End-strength by recruiting, retaining, and reintegrating through a Continuum of Service the best and brightest Citizen-Soldiers
- ★ Equip units and Soldiers to train and fight to achieve U.S. objectives and ensure national security
- ★ Provide quality medical and dental services and support to Soldiers and their Families
- ★ Sustain Army Reserve installations and facilities

THE POSTURE OF THE ARMY RESERVE: WHERE WE STAND TODAY



The Army Reserve has the operational requirements for the past two years. Accordingly, assigning the role of the Army Reserve from a strategic perspective. Reserve soldiers are being assigned to a variety of tasks, from front-line combat to the support of the

Today's Army Reserve is uniquely positioned and structured to provide operational support in complex security environments. We can meet Army requirements for combat support or combat service support roles. Many civil affairs, psychological operations, medical, transportation, engineer, and information operations capabilities reside exclusively, or predominantly, within the Army Reserve. Our ability to mobilize quickly and responsively makes the Army Reserve ideally suited to meet our nation's future requirements. Army Reserve Soldiers will remain a vital part of the Total Army Force facing the national security challenges of the next decade and beyond.

During the Cold War era, the Army Reserve typically operated as a force in reserve. The first Gulf War, in 1990-1991, marked a landmark for thinking about using the Army Reserve in a more operational capacity when large numbers of Reserve forces were engaged. Since the Gulf War, the nation has employed the Army Reserve in many different ways and at unprecedented levels, most significantly after September 11, 2001. The demands of persistent conflicts over the past nine years were—and continue to be—beyond the ability of the Active component to meet alone. As a result, the nation has relied heavily on the Army Reserve to fill operational requirements, fundamentally changing the role of the Army Reserve from a strategic to an operational force.

Today, with the drawdown of forces in Iraq nearing completion and the proposed drawdown in Afghanistan, we can expect to see declining Department of Defense budgets for the near-to-mid term, as well as potential end strength reductions, while still preparing for future operations in a volatile, uncertain, complex, and ambiguous security environment. A total force, maximized for strategic agility at reduced cost, provides the necessary capabilities to the combat commander.

The Nation and the Department of Defense are now at a strategic juncture with respect to the Army Reserve. Choices made now will determine the Army



After a year of mobilization and deployment, the current contingencies have produced the most capable and ready Army Reserve Soldiers in history.

force mix and capability for the future. The choice can be to return to a strategic Reserve with limited readiness, or to become an enduring operational force with the readiness levels that provide operational capabilities to meet the Nation's defense requirements across the full spectrum of conflict.

Between 2001 and 2010 the Nation needed \$53.2 billion to train, equip, train, and employ an operational force. The Department can choose to forego the \$53 billion investment and over the next decade the Army Reserve will revert to a strategic Reserve. This change would occur

slowly over the first few years and then accelerate, by default, as the hard-won operational experience of our Soldiers diminishes and further resource constraints are implemented. Alternatively, for an estimated annual investment of \$673 million, the Army can retain and sustain an operational Army Reserve. This will provide the Army necessary capability on time and at best value.

Nine years of mobilization and employment for current contingencies has produced the most experienced,

ready Army Reserve in history. Currently the Army Reserve is used as an operational force reserved only through Overseas Contingency Operations funding.

With minimal recapitalization of readiness funded by the base budget and through annual employment of Army Reserve forces for operational missions such as Theater Security Operations, we can maintain these unprecedented readiness levels and support the National Security Strategy. This is the most efficient and cost-effective answer to the Nation's national security requirements.

The Army Reserve culture has changed since 2001. Many Soldiers of the legacy strategic reserve left service in significant numbers between 2003 and 2008. Today, the Army Reserve is fully retrained to its Congressional, authorized end strength such Army Reserve Soldiers who have joined or re-joined to be part of an operational force. Reverting to a strategic Reserve would entail a similar, significant loss of our most operationally experienced force and greatest asset—today's Army Reserve Soldier.

Today, we are exploring the Army's Continuum of Service initiatives as a way of making the Army Reserve more attractive for Soldiers, Families, and Employers.

When these initiatives become a program of record, they will facilitate a Soldier's transfer from one Army component (for example from the Army Reserve to active duty) to another in a seamless, efficient manner that meets the needs of the Soldier as well as the readiness requirements for the Total Force. There is no degradation in personnel management, career opportunities or benefits for a reserve component Soldier's military and civilian career. Continuum of service will provide choice for Soldiers, their Family members and Employers which is essential to family and career planning.

The Army Reserve Posture Statement lays out our accomplishments, our plans, and our continuing challenges in the face of Persistent Conflict and it continues to illustrate through its capabilities and affordability that it is a good investment for the Nation. An enduring operational Reserve will provide the Army necessary capabilities at best value. This is the Army Reserve of today and the future.

DOCUMENT MAP

The 2011 Army Reserve Posture Statement (ARPS) is the Army Reserve's Annual Report to Congress of the current posture of the Army Reserve to fulfill its Title 10 responsibilities. The Posture Statement also serves to educate and inform Congress of Army Reserve resourcing priorities in the FY 2012 Budget Request that will enable the Army Reserve to continue its transition to support of an operational force. This document is organized to help address Senate and House Committee appropriations in Committee Hearings addressing the Army's Readiness and Equipping of the fields of the operational force.

PROGRAMS ADDRESSED IN THE PRESIDENT'S BUDGET REQUEST

- * Personnel Support, the Force Building Resilience, Health Promotion/Risk Prevention, Honor Ribbon, Reintegration Program, Spiritual Care, Behavioral Health, Healthcare, Family Programs, Full Time Support, Employer Partnerships of the Armed Forces
- * Readiness: Air Operations Force, Homeland Operations, Training, Topping, Equipment, Physical Security, Anti-Terrorism, Aviation, Army Reserve Command, Control, Communication, Computers/Information Technology (C4CIT), Training Facilities
- * Equipment: Army Reserve, Material, Equipment Maintenance, Logistics, Contract Support

THE FY 2012 BUDGET REQUEST: WHERE WE ARE GOING



The Army Reserve recruits, trains, and mobilizes personnel to support the Army's operations. The Army Reserve has the capability to mobilize personnel to support the Army's operations in a timely and effective manner. The Army Reserve is a leading provider of personnel to support the Army's operations in a timely and effective manner.

UNITED STATES ARMY RESERVE | An Emerging Operational Army Reserve | A Reserve Requirement for America

Personnel

CRITICAL PERSONNEL NEEDS OF AN OPERATIONAL RESERVE

- > Appropriates resources for recruitment and retention of the right people and skills to sustain the force.
- > Provide robust Suicide Prevention support and resources for trained caregivers and training for Applied Suicide Prevention Skills.
- > Continue support for the Yellow Ribbon Reintegration Program events and Family Member Training.
- > Reallocate Army Guard Reserve Family Life chaplain authorizations.
- > Alleviate and balance Family Programs capabilities/ workload to serve a geographically dispersed population.
- > Ensure continuity of support to Army Reserve Soldiers and Families in the community where they live through Virtual Institutions/Army Strong Community Centers.
- > Deliver responsive and relevant Family Assistance and Support services for mobilized and nonmobilized Soldiers, Children, and their Families during military operations, emergency activities, and natural disasters.
- > Improve and Sustain Medical, Dental and Behavioral Health Readiness.
- > Maintain support levels for Full Time Support.

Shaping the Force

The Army Reserve has undergone its largest ever transformation from a strategic reserve to an operational force. Additionally, the Army Reserve has exceeded its end-strength objective of 205,000 — but has an imbalance in skills in particular at the mid-grade ranks. As a result, we have shifted our focus to shaping the force to meet the needs of an Operational Army Reserve that actively supports current operations via the Army Force Generation model, also known as AFRORGEN.

Our strategy will focus on proper balance and sustainment of the force rather than increasing end-strength. The Human Capital Enterprise will manage the accumulated risk, strength, to build and shape a force that best meets the nation's near- and long-term demands. The Army Reserve will recruit, retain and transition the best and brightest and position them in the right place in the right job, and at the right time.

As part of shaping the force we requested and received Army approval to reconstitute several boards that were previously suspended. These boards provide management tools that facilitate better management of senior grade positions, allow qualified Soldiers to progress at proper intervals in their careers, provide career incentives, and allow Soldiers to advance to higher grades at the peak years of their effectiveness. These boards include the Active Guard and Reserve (AGR) Release from Active Duty (REFRAD) Board (convened in April 2010) and the Army Reserve Three Program Unit (TRU) Enabled Qualitative Retention Board (established to convene in 3rd Qtr FY 2011).

Building Resiliency

The Army Reserve is committed to build resiliency in our Soldiers, Families and Civilians—all of whom have been affected by the cumulative effects of nine years of war. We have developed a comprehensive approach that uses mental fitness on the same level as physical fitness to build a resilient force for the future. No one individual program builds resiliency; rather, it results from combining the benefits of health promotion—risk reduction education, Yellow Ribbon Reintegration Program events, spiritual care, behavioral health programs, medical and dental readiness, and family program services.

Health Promotion—Risk Reduction

The Department of the Army and the Army Reserve have been in the forefront of health promotion—risk reduction efforts by using the Applied Suicide Intervention Skills

Training (ASIST) program. Training materials create the education of first line supervisors, Army Reserve leadership, Army Civilians, and suicide prevention programs, managers (DAG and other full-time support personnel). The key to suicide prevention is trained caregivers. The requirement to success is to ensure that an appropriate number of individuals receive ASIST for trainers across the Army Reserve, as well as training these ASIST trainers.

ASIST is a 2-day training program that is designed to conduct the required training to personnel throughout the fiscal year. The two-day ASIST workshop conducted by ASIST Trainers is by far the most widely used, acclaimed and researched suicide intervention skills training for our Soldiers. The ASIST Training alone by qualified ASIST Trainers is the best way to increase the number of Caregivers trained to recognize Soldiers who are at risk and know how to intervene to prevent the risk of suicide.

ASIST also includes training on recognizing suicidal thoughts/becoming suicidal behaviors. Since history has shown that Soldiers are better able to help other Soldiers at risk when they receive ASIST Suicide prevention training, the Army Reserve is committed to early identification of at risk Soldiers before a serious incident occurs or a Soldier is in a crisis situation.

Yellow Ribbon Reintegration Program (YRRP)

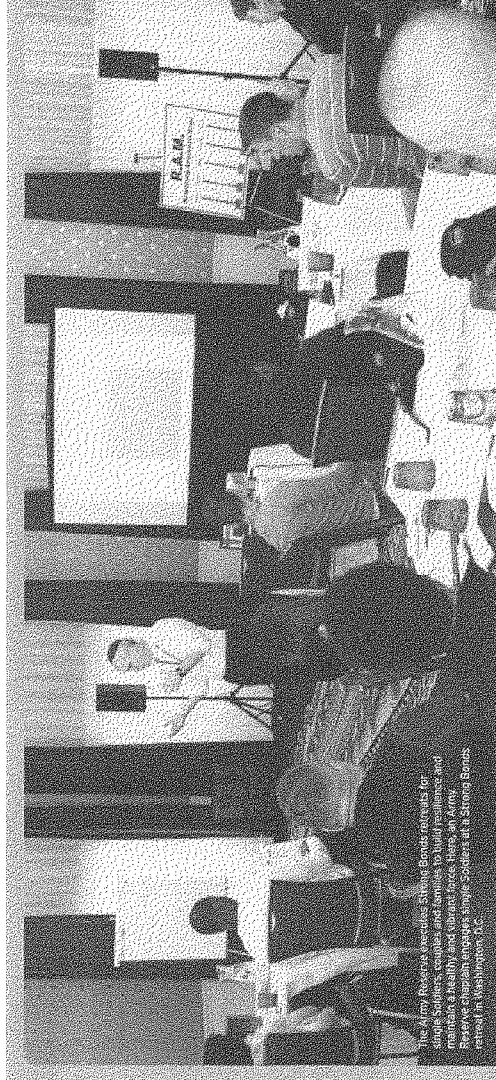
The mission for Yellow Ribbon Reintegration Program (YRRP) simply stated is to support Army Reserve Families and their Soldiers with sufficient information, resources and services—referral, and proactive outreach opportunities throughout the entire deployment cycle. The goal is to build self-sufficient and resilient Families and Soldiers. We accomplish this by developing skills in each Family member and Soldier to assure they are prepared and able to cope with the difficulties of extended separation and deployment. We help Families network together and connect with each other, and their own command and Family Programs Office. We also attend to both the Family members and Soldiers' physical, behavioral and mental health needs. This requires trained professional speakers to come to sustained regional venues to educate and assist attendees with knowledge, skills and practical hands-on participation.

In FY 2010, the Army Reserve conducted 525 YRRP events, serving 26,000 Soldiers and more than 28,000 Family members. These events proved successful because of direct support from a caring command staff.

POSITIVE RETURN ON INVESTMENT: Business Owner in Orange County, CA Uses Company Skills as a Combat Multiplier



After returning from his patriotic service, Corporal Jeff Smith, the at Director of his own company, Jeff Smith Enterprises, felt that the country was ready for someone with the skills of a former military member. He started Jeff Smith Enterprises with the help of some of his former military buddies. He now has over 100 employees and a multi-state office. When in 2008, he learned that the Army Reserve was looking for former military members to help with the reintegration of returning Soldiers, he contacted the Army Reserve and was selected as a combat multiplier. He has since worked with the Army Reserve on several projects, including training and mentoring other business owners to work with Veterans, Reservists, and Soldiers. He has also worked with the Army Reserve on several projects, including training and mentoring other business owners to work with Veterans, Reservists, and Soldiers. He has also worked with the Army Reserve on several projects, including training and mentoring other business owners to work with Veterans, Reservists, and Soldiers.



The Army Reserve solicits Strong Bonds recruits for active soldiers, spouses and families to build resilience and maintain a healthy and vibrant force. Here, an Army Reserve chaplain engages single Soldiers at a Strong Bonds event in Washington, DC.

resolvent by a myriad of community agencies, and the commitment of volunteers. Providing these services and support to Army Reserve Families and Soldiers on par with those for the Active component is a challenge since most of our families do not live near a fort, camp, post or station. Where services are readily available. The geographic dispersion and numbers of Army Reserve Soldiers and Families, coupled with the challenges that may exist with a civilian employer or educational pursuits, is unparalleled by any other military service or service component.

Spiritual Care

While resiliency is the operative word in today's Army, concerning Soldier and Family well-being, it has always been the end state of a chaplain's ministry. Spiritual fitness is

vital to maintaining a healthy and vibrant force. While chaplains are helpful agents during times of crisis, their greater value lies in their ability to enable Soldiers and Families to endure and successfully overcome a crisis when it does occur.

As an operational force, it is important that we are properly structured and trained. In 2007, the Director of Force Management approved and directed the addition of Unit Ministry Team (UMTF) force structure across all Army components. In order to support enduring requirements of an Operational Reserve, this additional structure would enable the Army Reserve to place the Army Chaplain's Family Life function into its inventory. Family Life chaplains would oversee our successful Strong Bonds program.

while also supplementing the Army Reserve's religious support capabilities in family ministries and UMF training.

We appreciate the resources Congress has approved for the Army Reserve Strong Bonds program. During FY 2010, over 300 Strong Bonds events were conducted throughout the United States and its territories, enhancing Soldier and Family communication and relationship skills. Some 12,500 Soldiers and Family members participated in these events, and received this training. Our goal is to provide Strong Bonds Relationship training to the maximum number of Army Reserve Soldiers and Families.

Behavioral Health

The Department of Defense Mental Health Task Force of 2007 recognized that the existing systems for psychological

health were insufficient for current and future needs. Task Force recommendations 5.4.1.16 stated that "Each Reserve Component should appoint a full-time director of Psychological Health to the staff of the Reserve Component Surgeon." It went on to specify that "Where Reserves are

When families are separated, soldiers problems are lessened and Soldier retention increases. The Army appears to be committed to providing its soldiers and families a level of care for the quality of life that is commensurate with the services to the Nation.

organized by region, a full-time Regional Psychological Health Director should be appointed." The Army Reserve has acted on these recommendations and has developed a Unified Behavioral Health program. There is a Deputy Surgeon for Behavioral Health at the Surgeon's office, who is responsible for center on program development. Three of the five Regional Support Commands have Directors of Psychological Health. The highest clinicians are responsible for follow-up on the cases referred, coordinated by the Periodic Health Assessment and Post Deployment Health Reassessments. Thinking of an "Assess and Refer" model, they conduct the psychosocial assessments of each referral individual and determine the appropriate level of follow-up. They do not provide treatment. The major illnesses being identified, Post Traumatic Stress, Major Depression and Substance Abuse are treatable, but require a long-term commitment to care. Even as the current efforts wind down, the psychological injuries sustained will require treatment far into the future. Our clinicians cannot adequately address the case management and monitoring needs that will be required by the growing numbers of Soldiers in the Army Reserve who struggle with these difficulties, especially considering the geographical dispersion of our units.

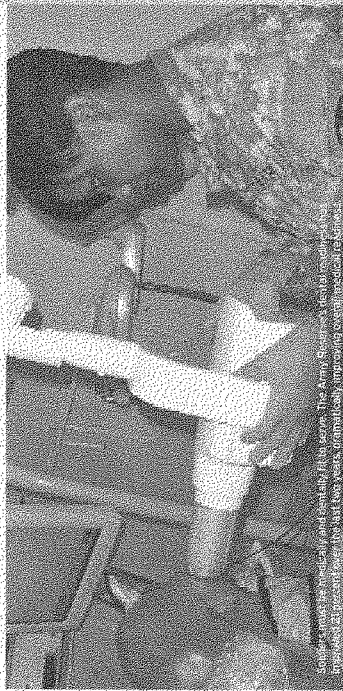
A critical step for the future development of Behavioral Health programming within the Army Reserve is for all those who have a stake in the emotional well-being of Soldiers to share resources and develop multidisciplinary teams in order to most efficiently deal with the often complex and multidimensional needs of our Troops. The Army Reserve will be working with the other military Services to ensure components and Congress to continue developing improvements to our infrastructure and processes to ensure our Soldiers receive appropriate care.

Health Care

The Army Reserve has served the nation well while transforming from a strategic to an operational force. Soldiers not medically and dentally ready impact our ability to ensure readiness and balance for the combatant commander. Army Reserve medical readiness improved from 23 percent on 1 October 2008 to 69 percent as of 23 September 2010. Programs such as the Army Select Reserve Dental Readiness System (ASDRS) have been

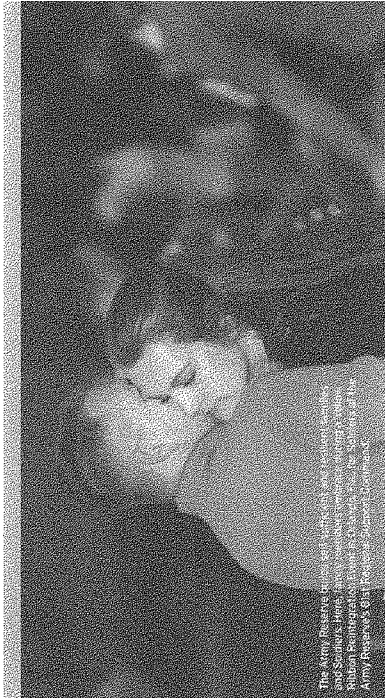
highly successful. Dental readiness, currently at 74 percent has improved 21 percent over the last two years, and is one of the best elements improving (medical readiness, influenza compliance within the Army Reserve reached its highest compliance rate ever at 77 percent, with H1N1 compliance at 99 percent.

In 2010, we compared the impact records of 168,829 Soldiers to an electronic Health Readiness Record, allowing us to take full advantage of efficiencies in time, cost, and services over the continued use of paper treatment records. To improve data sharing, we obtained views capability of medical records stored in the Armed Forces Health Longitudinal Applications, the active component medical database. We implemented the Medical Reserve Ready Response and program which enables our Army Reserve Physicians to review medical profiles and approvals from their home, capitalizing on the unique clinical skills found in the Army Reserve.



Soldiers and their families are shown. The Army Reserve is committed to providing its soldiers and families a level of care for the quality of life that is commensurate with the services to the Nation.

2010 PICTURE SYNOPSIS



The Army Reserve's Virtual Installation Program (VIP) is a key component of the Army Reserve's Outreach Center. Photo by Sgt. [Name obscured]

Caring for our Wounded Warriors and assessing post-deployment health issues are part of the Army's efforts to provide the health and well-being of Soldiers who have returned from combat. The Army Reserve tracks completion of the Post Deployment Health Reassessments for capture, stress and monitor the medical and behavioral needs of redeployed Soldiers. Soldiers complete these health assessments within three to six months after returning from theater. As of 15 September 2010, 84,419 Army Reserve Soldiers have been screened for post-deployment health issues—a 95 percent compliance rate.

As medical screening has improved, so has the identification of Soldiers who are not medically ready and much work remains. There are approximately 15,500 Medically Non-deployable (MNDs). Soldiers who require a medical board and we are moving out aggressively to improve the boarding process.

Family Support Programs
Transformation from a strategic reserve to an operational force resulted in the need for stand-alone programs and services to ensure Soldier and family needs are met with-

the right resources at the right time, including services, and outreach capability that sustain the quality of life of our Soldiers and Families and being integrated into the cycles of the AEF/ODS model. We employ military and advertiser surveys to gauge the quality and integrity of family program services for effectiveness and their value to our customers. This allows for the investment in high return services and the retirement of those that do not meet the needs of an operational force.

An example of a promising high return service is the Army Reserve Virtual Installation Program. Operating at three pilot sites within three Army Strong Community Centers around the country, Virtual Installation brings the services and resources only found in active military installations to geographically dispersed military Families—of all branches of the armed services. These centers provide hands-on problem resolution and follow-up for a myriad of concerns ranging from military benefits and entitlements to community resources. The Post Family Support & Outreach Center at Fort

McPherson, Georgia is the nerve center of the Army Reserve Virtual Installation where the Outreach Center staff uses cutting-edge technology, training programs, and resource databases as well as the personal contact with highly skilled subject matter experts to serve and build community-based capacity for each pilot site.

Full-Time Support (FTS)

In July 2010, the Secretary of the Army directed the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)) to personally lead a study to determine the correct level of full-time support required for the Reserve Components. A memorandum and a term of reference will be sent to the reserve component leadership advising of the M&RA effort and task. There is also an initiative to have the reserve component re-evaluate the models that will identify/uniform manpower requirements. These efforts will help the Army to determine the appropriate size of the FTS program for managing the reserve component as an operational force.



UNITED STATES ARMY RESERVE. An Emerging Operational Army Quarterly is a positive development for America's Reserve Component. Photo by Sgt. [Name obscured]

The Army Reserve is currently funded at 75 percent of its requirements. This funding level is based on the requirements of a strategic reserve and in accordance with the Headquarters, Department of the Army "RCP" Risk Funding methodology. Funding must be maintained at this level.

Civilian personnel programs (Military Technician and Army Civilian) are currently fully funded (based on 75 percent of FTS authorizations) against validated requirements and must remain so in order to provide required Army Reserve full-time support. The National Defense Authorization Act, Section 822, however, requires the Army Reserve to meet a Military Technician end-strength floor by 30 September each fiscal year. The ability to support an operational Army Reserve depends on being able to meet or exceed within established standards, the authorized floor.

The Army Guard and Reserve (AGR) program must also remain fully funded (based on 75 percent of FTS authorizations) against validated requirements in order to provide the required Army Reserve full-time support. Currently authorized 1,620 Soldiers, this program provides the bulk of full-time support at the unit level.

POSITIVE RETURN ON INVESTMENT: Bringing Back a Smile



31 Army Reserve soldiers returned to the U.S. Army Reserve's 3rd Signal Service Center for their final deployment at Camp Pendleton, California. The 31st Signal Service Center is the only Army Reserve unit that provides the critical section of the program consisting of two units: two Signal Service Centers and a Signal Interpretation Battalion. Camp Pendleton was one of 25 locations involved in this mission. The 31st Signal Service Center's mission is to provide the Army Reserve's "ground-to-air" support, providing the Army Reserve's "ground-to-air" support. The 31st Signal Service Center's mission is to provide the Army Reserve's "ground-to-air" support. The 31st Signal Service Center's mission is to provide the Army Reserve's "ground-to-air" support.

They provide day-to-day operational support needed to ensure Army Reserve units are trained and ready to mobilize within the ARFORCEN's model. The AGR program is absolutely vital to the successful transition to and sustainment of an operational force.

The Employer Partnership of the Armed Forces has more than 1,300 participating employers and the list is growing. These Employer Partners represent 95 of the 2010 Forbes Fortune 500 companies; they are military-friendly and they value the skills, experiences and work ethic of those who serve.

Employer Partnership of the Armed Forces

The Army Reserve's Employer Partnership Initiative has expanded far beyond serving only Army Reserve Soldiers. Today the Employer Partnership provides career, consumer resources for the entire Service. Family. It serves the civilian employment and career advancement needs of members of all seven Reserve Components, their family members, Wounded Warriors and the

Nations veterans. With this fully encompassing focus, the program is now the Employer Partnership of the Armed Forces.

The Employer Partnership of the Armed Forces has more than 1,300 participating employers and the list is growing. These Employer Partners represent 95 of the 2010 Forbes Fortune 500 companies; they are military-friendly and they value the skills, experiences and work ethic of those who serve.

Army Reserve leadership leads the Employer Partnership in realizing success; and that the program supports its Human Capital Strategy. Accordingly, the Chief of the Army Reserve will spend as much as \$5 million during FY 2011 for the program. This funds operations which include program support personnel dispersed across the United States, and other resources that help connect seekers to jobs.

Last fall the Employer Partnership launched a state-of-the-art job search resource at the portal, www.employerpartnership.org. Through strategic partnerships, the portal accesses approximately 500,000 jobs at any given time. In addition to robust search capabilities, seekers can use the resume builder and keep a detailed resume readily available within the portal. Employers may then reach in and conduct candidate searches based on seeker skills / experiences. This in effect allows "jobs" to actually "find" our seekers. The portal's user-friendly functionality makes it an efficient tool for both seekers and employees.

The partnerships forged with civilian employers build substantial capacity for the Army Reserve and the Reserve components they fortify the resilience of our Families; they serve those who have served, and they strengthen our Employer Partners. The Army Reserve's unwavering of Employer Partnership of the Armed Forces program represents a positive investment for America.

THE EMPLOYER PARTNERSHIP PROMOTES SKILLS AND OPPORTUNITY SHARING WITH THE HOME FRONT



PROGRAM PROVIDES ADVANTAGE TO LOCAL COMMUNITIES AND THE MILITARY

Employers realize that it makes sense to hire personnel already trained and experienced. Reserve Service members and Veterans fit this bill. They are skilled in a wide variety of disciplines including health care, transportation, logistics, supply chain management, law enforcement, public safety, construction, engineering, finance, information technology and telecommunications. By providing access to talented Service members, the Employer Partnership of the Armed Forces saves local employers time and money.

The military also benefits. Best practices from industry and experience with cutting edge technology and medical procedures flow into our Armed Forces through Reserve service. And, as the Employer Partnership (EP) helps Service members progress in their civilian career fields, increased expertise is brought to military assignments.

Perhaps most important to the home front are the career opportunities the EP brings to Service members, their Families and our Veterans. The Employer Partnership program truly exemplifies a positive investment in America, and our commitment to taking care of our entire Military Family.

CAREER OPPORTUNITIES ACROSS AMERICA

The EP program has written agreements with more than 1,500 Employers across the country, in every U.S. state and territory.

STRENGTHENS LOCAL ECONOMIES

Efficient access to trained and qualified work force saves time. Hiring costs are reduced. High quality, diverse work force, and available replacements.

INSIDE TRACK TO OPPORTUNITY

Provides Service members with an inside track to employer and job opportunities. Reserve and Veterans.

A CONCRETE WAY TO SUPPORT TROOPS

The EP program gives employers a tangible way to support our troops while also strengthening America's economy.

THE ARMY RESERVE'S CORE COMPETENCIES:

**BATTLE TESTED, SKILL RICH ARMY RESERVE SOLDIERS
IN AN OPERATIONAL FORCE PROVIDE STRENGTH FOR
AMERICA AND IT'S ECONOMY**



LOGISTICS

Logistics is one of the most important capabilities of the Army Reserve. From supply chain management to land, air, and sea operations, the majority of the Army Reserve's operations are in support of the Department of Defense. Our Transportation, Petroleum, Quartermaster, and Supply units, Army Reserve Soldiers are skilled and experienced in delivering the right product at the right time to our customers worldwide.



HEALTHCARE

Breakthroughs in Trauma techniques and procedures often originate from the field of medicine. The majority of the U.S. military's medical capability is provided by the Army Reserve. As a result, the Army Reserve's medical units are able to bring extraordinary practical experience to local care, providing justifications across the U.S.



INFORMATION/COMMUNICATIONS

Information is critical to successful operations on the modern battlefield. Soldiers in the Army Reserve are trained in a variety of information/communications roles, including multi-agency, time critical and frequent division multiple access, among the technical methods which enable the collection, analysis and reporting activities from the information and intelligence that is communicated. The Reserve has operators, enablers and trainers in all of these disciplines. Army Reserve Communicators are information able proficient.



MANAGEMENT

The development of leadership and management skills helps each Army Reserve Soldier to rise to the challenges of the modern battlefield. Army Reserve Soldiers are trained in the skills necessary to lead, inspire, and motivate their subordinates. This is important because Soldiers are responsible for the equipment, systems, and above all, the well-being of those they lead. Army Reserve Soldiers are responsible and capable leaders.

Readiness

- Critical Readiness Needs of an Operational Reserve**
- > Allocate resources to respond to Homeland Defense missions
 - > Additional man-days in the last three years of the APPROX cycle
 - > Provide Simulations and Simulators to enable operationally relevant full spectrum training for Soldiers anytime/anywhere
 - > Ensure force station training capabilities to support critical home station pre-deployment training
 - > Sustain the availability of training equipment
 - > Support for programs to Protect the Force
 - > Continue support for a fully integrated operational Aviator force

- > Provide a strong Army Reserve Network Defense
- > Funding for essential and mandatory secure communications
- > Creation of a standardized computing environment
- > Construction and upgrade of Army Reserve Centers and Training Facilities
- > Support for programs to reduce energy usage, conserve natural resources, and develop alternate renewable energy
- > Continue the work of Army Reserve Virtual Installation Program

Operations

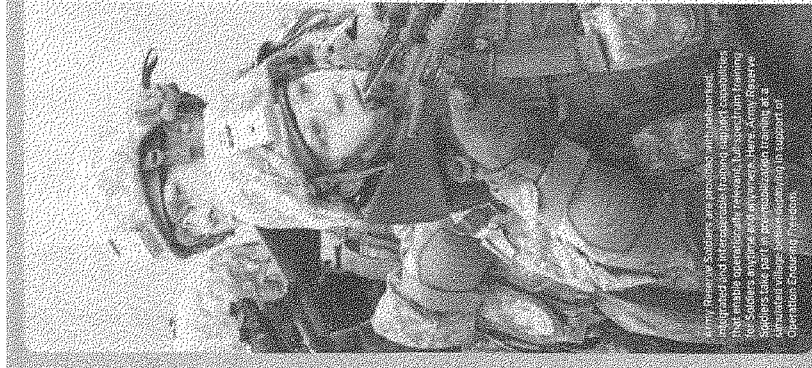
The Army Reserve continues to provide vital capabilities to combatant commanders in support of overseas contingency operations. More than 196,711 Army Reserve Soldiers have mobilized in support of Operation Iraqi Freedom, New Dawn and Operation Enduring Freedom since September 11, 2001. Today, more than 15,384 Warrior Citizens are serving in Iraq, Afghanistan and 22 other countries around the globe.

We execute a pre-mobilization readiness strategy that provides the Army ready formations and soldiers on an annual predictable cycle. Through the Army Force Generation (AFRCGEN) model, the Army Reserve synchronizes the plans and resources necessary to meet the readiness goals for units entering their available year. This maximizes "boots on the ground" time, builds cohesive teams and provides predictability for our Soldiers and families.

Homeland Operations (HHD)

Homeland Operations, which includes Homeland Defense, Homeland Security and Defense Support of Civil Authorities, has become an increasingly important mission for the Army Reserve and is applicable capabilities. The Army Reserve currently provides 37 units in support of the Chemical Biological Radiological Nuclear Response Enterprise. Properly managing this Army Reserve commitment will accelerate growth of full-time training and Troop Program Unit positions within the Homeland Defense Division.

The Army Reserve has relevant and capable units that we leverage in a Defense Support of Civil Authorities environment. This includes, but is not limited to, the following types of units: medical aviation, transportation, engineering, communications and Civil Affairs. These capabilities can be packaged with the appropriate command and staff structure to facilitate assistance to civil



Army Reserve Soldiers are prepared, trained and equipped to respond to a wide range of contingencies. The image depicts a Soldier in full combat gear, including a helmet and goggles, looking towards the camera with a slight smile.

U.S. ARMY RESERVE: A Soldier in full combat gear, including a helmet and goggles, looking towards the camera with a slight smile.

New Army Reserve Soldiers preparing to deploy in support of Operation Enduring Freedom are briefed on a training related mission. Units use their reserve stress on the active component, preserve the readiness gains made over the last decade and spend the burden of defending American interests across a large portion of the library.



JOINT FORCES SUPPORT

authorities. This packaging can also provide necessary command and control of Title 10 Department of Defense resources in a defined joint environment. When combined with legislative efforts to amend existing mobilization authorities, the U.S. Army Reserve can provide significant resources to support card authorities in domestic disasters and emergencies.

Theater Security Cooperation Programs (TSCP)

As requirements for Deployed Expeditionary Forces decrease as the result of planned force drawdowns in Operation New Dawn and Enduring Freedom, the Army Reserve is exploring other missions in an effort to sustain experience and readiness levels. Combatant commander TSCP programs require a wide range of forces, such as military police, for missions of varying duration. In many cases, Army Reserve formations are ideally suited to conduct these missions. The use of Army Reserve units reduces stress on the active component, preserves the readiness gains made in the reserve component over the last decade, and spreads the burden of defending American interests across a larger portion of the citizenry.

Training

Mandate to support an Operational Reserve:

Using a progressive training strategy, the Army Reserve is committed to providing trained companies and battalions to combatant commands upon mobilization. With adequate resources that support recurring operational deployments, we can effectively fulfill our mission.

A sufficient number of training man-days during the last three years of the ARFORGEN cycle is imperative to meet established readiness aims points, which reduce post-modernization training time and increase focus on the Ground Force for theater operations.

Inspected on-site training facilities provides users the opportunity to master critical tasks. Here, Army Reserve Soldiers take part in the mobilization training before deploying in support of Operation Enduring Freedom.



commanders. Funding to modernize access to Reserve facilities supports the Army Reserve objective of Protecting the Force.

Intrusion Detection System (IDS) Maintenance and Monitoring

IDS systems monitor arms rooms at Army Reserve facilities 24 hours a day. Should an arms room at a remote facility be breached, creating the possibility that military weapons could fall into the hands of criminals or terrorists, the monitoring program ensures that authorities will be notified immediately.

Anti-terrorism Program Management

Anti-terrorism (AT) Assessment Specialists are the key component of the Anti-terrorism Program. AT Specialists conduct inspections of Army Reserve facilities across the nation to ensure facilities are in accordance with Department of Defense and Army standards. The Army Reserve spans over 1,100 stand-alone facilities across the continental U.S. With appropriate funding, the Army Reserve can protect Soldiers and equipment vulnerable to criminal and domestic terrorist threats.

Aviation

Army Reserve Aviation is a fully integrated, operational force with a fleet of more than 190 rotary wing and fixed wing aircraft. The diverse fleet provides speed, mobility, flexibility, agility, and versatility to the Army in support of full spectrum operations. Army Reserve Aviation has recently activated two new MEDVAC companies. The MEDVAC companies are located in Texas, Colorado, Pennsylvania, and Kentucky. Additionally, the Army Reserve aviation fixed wing units will accept delivery of six new C121V aircraft in 2011. These aircraft will fill a critical capability gap to meet Continued United States (CONUS)-based training requirements in preparation for Overseas Contingency Operations. The Army Reserve combines to

seek funds for the procurement four additional C121V aircraft. Lastly, Army Reserve Aviation continues to lead the way in Air Traffic Simulation. The first unit level Air Traffic Control simulator, located in the Murphysair Simulation Complex, Ft. Rucker, Alabama became operational this year. The system meets all Federal Aviation Administration requirements for certification. The simulator provides qualification and proficiency training for all Army controllers. This simulator is also used in advanced training exercises to validate controller skills prior to deployment.

Base Resignment and Closures

The Army Reserve is in its final year of the six year execution of the BRAC 2003 mandated execution—which officially ends on 15 September 2011. Upon the conclusion of this BRAC window the Army Reserve will have made significant changes shaping the force for relevant contingencies well into the future. The pace of execution will mark the culmination of the largest transformation of the Army

Reserve since World War II by resigning the command and control structure into an operational configuration, resigning six major headquarters including Office of the Chief, Army Reserve and United States Army Reserve Command to new locations; disestablishing 12 Regional Readiness Commands; establishing four Regional Support Commands; activating five Sustainment Commands and eight Sustainment Brigades; constructing 125 Annual Force Reserve Centers; and closing 150 facilities or activities.

BRAC provides an opportunity for the Army Reserve to paper down to our major commands some of the functions that are typically managed at the Army Reserve Headquarters. We are implementing the Army's enterprise approach within our staff, which includes managing things like personnel issues and logistics issues at the lowest possible level of organization. When we paper down some of these management issues to our regional and operational functional commands during our BRAC move, it may make sense for those commands to retain management of some of those issues.



Essential and irreplaceable, research and development in the Army Reserve is necessary to ensure operational readiness. The Army Reserve Specialist contributes to the Army Reserve's training excellence.

Completing the construction of 61 Advanced Forces Reserve Centers and relocating units into these new facilities remains the highest priority of execution for fiscal year 2021, as all actions must be completed by September 15, 2021. The relocation of units into these new facilities will facilitate the choice and disposal of the remaining 143 of 176 Army Reserve Centers identified by BRAC for closure.

Over the next year, the Army Reserve will execute and complete the remainder of all Army Reserve BRAC actions. These remaining actions will mark the end of the largest transformation effort the Army Reserve has seen in its storied history.

Communication (Information Technology)

Army Reserve Network
The Army Reserve Network (ARNET) provides the Command and Control (C2) enablement in operationalizing the Army Reserve. The ARNET provides Army Reserve Leaders and Soldiers the ability to make timely informed decisions in the execution of overall C2 for all Army Reserve units throughout the contiguous United States and Puerto Rico. Over the past two years, the Army Reserve has worked closely with the Army in implementing the Global Network Enterprise Construct (GNEC) strategy as the way to grow and improve LandWar-Net to an Enterprise activity. The ideal end-state is to provide Soldiers a universal email address, the storage telephone number and a standardized collaboration tool set.

The Army Reserve's contributions to GNEC began in 2012 with an Army business initiative. Launched approval project. Elements of the project re-structured the legacy ARNET into a portion of the LandWar-Net and developed a consolidated Data Center providing centralized core services (i.e., Active Directory, email, collaboration, file storage) and centralized application hosting for the entire Army Reserve. With approximately 85% of the

unmanned completed, continued funding of the ARNET is crucial in maintaining a global warfighting C2 capability. The Army Reserve's accomplishments and experiences have been applicable to the Army, as we continue to participate in GNEC planning forums to aligning Army initiatives and functions while ensuring Army Reserve Title II operational capabilities are met.

CYBER OPERATIONS

Army Reserve Soldiers offer current skillsets and specialized capabilities in the cyber environment. Warriors-Essentials employed in leading edge technology companies have critical skills and experience in protecting the latest information technology systems, networks, and cyber security protocols.

Secure Communications

Secure communications is essential and mandatory, particularly with C2 and mobilization (i.e., deployment dates, passing mobilization orders, and C2 theater assets). Secure Internet Protocol Router Network (SIPR) and Secure Video Teleconference (SVTC) for all Battalion and above units are vital in meeting all pre-mobilization training/readiness goals; mobilization training in depts and day-to-day secure operations planning. The security of the Global Information Grid (GIG) is a constant challenge and reflected in DOD's stamp of Cyber Command and the associated service demands. The same is true to

the overall security posture of the ARNET in ensuring the uninterrupted flow of information to all ARNET authorized users. Continued investment in the Army Reserve secure communications and defense of the ARNET supply Army Reserve Leaders, Soldiers and Cybers is the capability of attacking and exploiting network threats.

UNITED STATES ARMY RESERVE - An Ending Operational Army Reserve is a Positive Background for America

Army Reserve Facilities

Reserve Centers, Training Support and Maintenance facilities are designed to meet the unique requirements of our community-based force. Our Soldiers, Families, and Civilians are strategically located across the country in over 1100 stand-alone facilities—Army Reserve Centers or Armed Force Reserve Centers (which house other Department of Defense components along with Army Reserve). However, the needs of the Army Reserve are evolving. The Military Construction Army Reserve priorities for the FY 2012-2017 Program Objective Memorandum are Army Reserve Centers, training support facilities, and maintenance facilities. The Army Reserve Centers are essential to training Reserve Soldiers for the full spectrum of operations and the operations of the Army Reserve. Training Support Facilities are critical to conducting Army Reserve and active component unit and collective training tasks in support of the Army Force Generation Model requirements. These facilities also provide the training platform to support The Army School System, which is composed of the reserve component, the active component Military Occupational Skill (classification), and Officer and Non-Commissioned Officer Professional Military Education. Maintenance Facilities are the third priority to the facility strategy, required as the logistics support to Army Reserve Equipment.

Basic Readiness and Change and emerging Army requirements for modular unit design, force protection, and energy efficiency combine to require new facilities or renovations in our existing facilities. Quality facilities are critical to the Army Reserve's ability to handle the increased training, mobilization, and Family and Soldier care activities that today's Army Reserve demands.

Energy Conservation

The Army Reserve is especially proud that our facilities are at the forefront of energy sustainability. In 2010, several new Reserve Centers will achieve net-zero energy usage.

self-sufficient without drawing additional power from the electrical grid. We have established a solar energy farm at Fort Hood, Lugoff, CA, and are installing wind turbines and geothermal plants at several new facilities. The Army Reserve has started a retrofit program, replacing lights, windows, roofs, and other components with new energy-efficient technology, resulting in substantial savings in

The Army Reserve was the first Defense component to commission partnerships with local utility providers and to solicit third party energy investments. In five years every state and U.S. territory will have Army Reserve facilities that are energy self-sufficient (net-zero), with money providing renewable energy back to the electrical grid. To continue this progress, the Army Reserve must

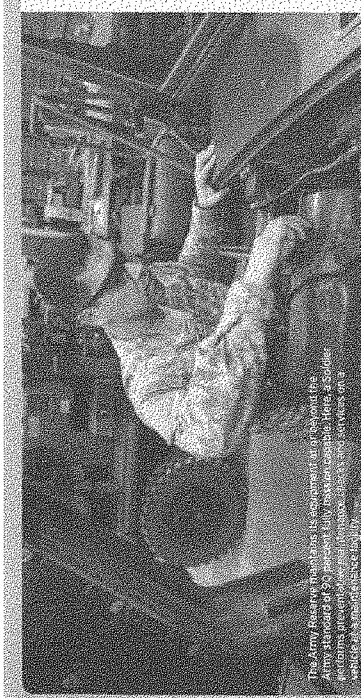
conduct a sustainability evaluation of each facility. This will establish a sustainability baseline, which will in turn enable us to create a sustainability strategy that addresses the unique characteristics of each site. Continuing to invest in sustainable facilities will enable the Army Reserve to meet or exceed the Department of Defense requirement for a completely net-zero footprint by 2025. More importantly, the Army Reserve will save American tax dollars, return a valuable energy resource to the community, and assure reliable energy for Army Reserve Soldiers and Families.

Until energy independence is realized, it is imperative that the Army Reserve have fully funded facilities. If previous years' utility rates have risen substantially, requiring the Army Reserve to re-program funds and accept risk in other areas. The Army is increasing emphasis on home-station training, ongoing deployments, and the needs of Army families in the community means that the Army Reserve needs constant, reliable access to energy in our Reserve Centers and training facilities now more than ever.



The Army Reserve continues to invest in energy efficiency with several new net-zero energy buildings.

STAFF POSTURES STATEMENTS



The Army Reserve provides its equipment to support the Army standard of 90 percent fully mission capable. Soldiers perform preventive maintenance on their M1A2 Abrams tanks.

Equipment

Critical Equipment Needs of an Operational Reserve

- > Resource Modernized equipment for the Army Reserve to improve Army Reserve readiness and capabilities within the ARFORGEN Model
- > Maintain Army Reserve equipment at or beyond the Army standard of 90 percent Fully Mission Capable
- > Provide Contractor Support for logistics operations and information systems to sustain logistics readiness
- > Funding for state-of-the-art maintenance facilities

Army Reserve Materiel

The Army Reserve stands by the support of Congress, is at an aggregate total of nearly 90 percent of its required equipment on hand. Sixty-five percent of our on-hand equipment is classified as "modernized." However, we remain short in several areas of critical equipment. Around 35 percent of our required equipment lines are at less than 65 percent on hand. These shortages include medical communications networks (satellite and terrestrial), command and control items and night vision systems. We have been able to sustain the pace of operations and training at an Operational Reserve by the continuous cross-leveling of available equipment among units. This does create an unacceptably level of friction, where a critical amount of equipment is not immediately available as the equipment is in transit (geographical dispersion of our units across the country), undergoing maintenance or awaiting deployment. In addition, some of our equipment

is already deployed. The Army continues to work with our on identifying and filling shortages to improve readiness and capability to set an Operational Reserve force under the Army Force Generation Model.

Equipment Maintenance

The Army Reserve maintains its equipment at or beyond the Army standard of 90 percent Fully Mission Capable. This ensures the availability of equipment for training and mobilization to support the operational force within the Army Force Generation Model. Units cannot train or mobilize without equipment that is ready to perform. Field level maintenance keeps the equipment ready for use. Funding for tools, consumables, military technicians, mechanics and contractor support sustains our field level maintenance activities. Great maintenance reduces the amount of "friction" equipment is kept in transit, etc. that removes equipment from use. Depot maintenance is important in keeping older equipment usable, robust and safe to employ. Recalculation of equipment provides a source of modernized and more capable items when new procurement is insufficient to meet shortfalls or inventory losses. Funding for military construction, provides new, modernized or expanded facilities to perform maintenance and storage of equipment.

Logistics Contract Support

It is prudent to fund the Army Reserve for contract support for logistics operations and information systems to sustain logistics readiness. Contract support allows the Army Reserve to execute vigorous assistance program in managing inventory and identifying and disposing of excess; providing field level repair and services clearing "hang" periods when units draw equipment for training or mobilization and in sustaining our critical logistics infrastructure and management systems. Contract support also strengthens our ability to meet operational demands and

serve as an operational force within the Army Force Generation Model, while meeting Homeland Defense and Defense Support to Civil Authorities missions.

However, we remain short in several areas of critical equipment. About 55 percent of our tracked equipment is more than 15 years old. About 65 percent of our heavy equipment is more than 15 years old. These shortages include tactical communications network (satellite and terrestrial), command and control items and night vision systems.

Leveraging contracted support, especially during periods of "surge" in mobilizing units, has supplemented our organizational capabilities. This enables us to maintain and preposition our equipment for training, mobilization and deployment, in operating and sustaining our logistics management and information systems in support of logistics operations and in managing the distribution of our equipment and identification and disposal of excess. We continue to find innovative ways to accomplish our missions with the resources provided as we move towards full implementation of our position as an operational force within the Army Force Generation Model.

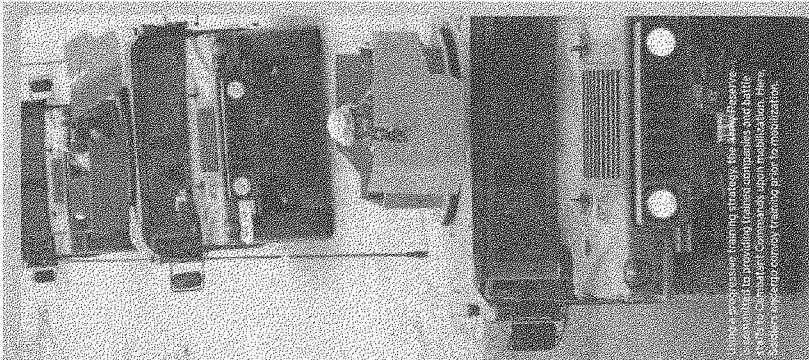
Equipment Facilities Management

State-of-the-art maintenance facilities are the cornerstone of the Army Reserve's ability to sustain large equipment. The Army Reserve uses state-of-the-art environmental control features in maintenance facility designs that meet or exceed federal design standards. Data ports at vehicle work bays, fluid distribution systems that eliminate spillage and oil-water separators are examples of proven design features. These features improve efficiency and enhance collection of fossil fuel waste, further safeguarding surrounding communities, land and waterways from contamination and pollution. Fire suppression systems and eye wash stations are standard safety design elements. The Army Reserve will continue to upgrade our older maintenance facilities, because the condition of maintenance facilities is directly related to our ability to maintain equipment in acceptable condition. Continued deployment and heavy training have taken a toll on both equipment and facilities. Facility sustainment is critical—in fact, it is a cost saving measure realized over the life cycle of the facilities. If these properly facility deficiencies, if left unaddressed, tend to worsen exponentially over time. The ongoing investment in the facilities we build will ultimately reduce repair, renovation and replacement costs in the future.

POSITIVE RETURN ON INVESTMENT: Soldier Inspired to a Lifetime of Service



The Army Reserve offers Soldiers like Major Chris Sanders, who has served in both Afghanistan and Iraq, a path to a lifetime of service. After completing his initial active duty service, Sanders joined the Army Reserve and is now a Special Forces Operator. Major Sanders' Reserve status allows him to continue his medical and engineering work, while also providing him with a path to achieve a successful military career. As a result of his Reserve status, Sanders is able to continue his civilian career while also serving his country. His potential would miss nothing and doing with the Army Reserve career options to be as physically and mentally challenging as I have been in the Army Reserve.



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CONCLUSION: THE FORCE IS IN GOOD HANDS

The Army Reserve provides for active duty support for the Army (AR 600-10) and is a key component of the Army's operational readiness. It is a force of highly trained, ready and capable units for operational employment. Here, Soldiers complete their mobilization training before deploying to Afghanistan.



As we travel around the United States and the world and witness what our Soldiers are doing for their country, it's just inspiring to see the quality, the dedication and the professionalism of our Soldiers serving in the Army Reserve. These are top-notch individuals that have put their civilian careers on hold. They are well educated and have very bright futures ahead of them—but they joined our ranks to serve their country.

With more than 170,000 Army Reservists mobilized since the September 11, 2001 terrorist attacks on the United States, the force is more experienced than ever before, and the Troops feel good about what they've accomplished and proven about the Army Reserve.

Today's environment of multiple deployments is taxing, however, the Army Reserve will need to keep giving these quality Soldiers fulfilling training and missions, a fair benefits package and more balance in their lives to keep them on our team. We cannot continue to expect them to keep up with a rapid operational pace while more time at home with their families and civilian employers between deployments, and they need probability about when they will deploy. Forward has led, the Army Reserve is willing to give its Citizens-Soldiers a bit more time to be Citizens.

Today's Army Reserve recruits are attracted to an operational force because it enables them to serve their country in a meaningful way while allowing them to pursue a civilian career. When considering the future posture of the Army Reserve, we are convinced that other playing key roles in an operational force. They'll never be satisfied reverting to their long abandoned "wildcat warrior" status. We have transcended our personnel and our mentality to an operational force and have created an environment and culture our Soldiers want to be part of—and that they feel good about. We have told the Army leadership and others there's no turning back. We cannot go back to a strategic reserve—only because the mission needs us, but two, because our Soldiers have proven themselves capable of supporting this role.

UNITED STATES ARMY RESERVE: An Emerging Operational Army Reserve is a positive development for America.

Army Reserve Soldiers are a critical, battle-tested and cost-effective resource. Here, Soldiers take part in realistic pre-mobilization training as their unit prepares to deploy in support of Operation Enduring Freedom in Afghanistan. Soldiers bring their knowledge and experience of 18 to 20 years of more in a combat zone.

Equally compelling, we as a military have come to the realization that we can't fight an extended conflict without the reserve. We have built an Army that is dependent on having access to the reserve when it needs us, and with the expectation that it is going to be trained, and ready—a predictable capability that is not feasible in a strategic posture.

One thing is certain about the future—while looking for ways to cut costs and reap a “peace dividend” once the troops draw down in Iraq and Afghanistan, there will be the temptation to turn back the clock and reinstate a strategic reserve. Such a plan would deprive the United States of an important, battle-tested and cost-effective resource.

Operations Enduring Freedom, Iraqi Freedom and now New Dawn have demonstrated the capabilities the reserve components bring to the military. Particularly important are the “enabling capabilities” resident in the Army Reserve: logistical, engineer, military police, medical and civil affairs support.

We are now at a point where current and projected demands for Army forces will require continued access to the Army's reserve components, making real what has been in policy for some time. This means that mobilization and operational use of reserve component Soldiers and units will have to continue for the foreseeable future. The Army of the 21st century will require a versatile mix of tailorable and adaptable organizations, both active component and reserve component—interdependently operating on a rotational cycle.

Transforming the Army's reserve components into an enabling operational force provides a historic opportunity for the Army to achieve the most cost-effective use of its Total Force through investing in and relying on the Army's reserve components to take on a greater role in our national defense.



2011 POSTURE: STRATEGY



I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

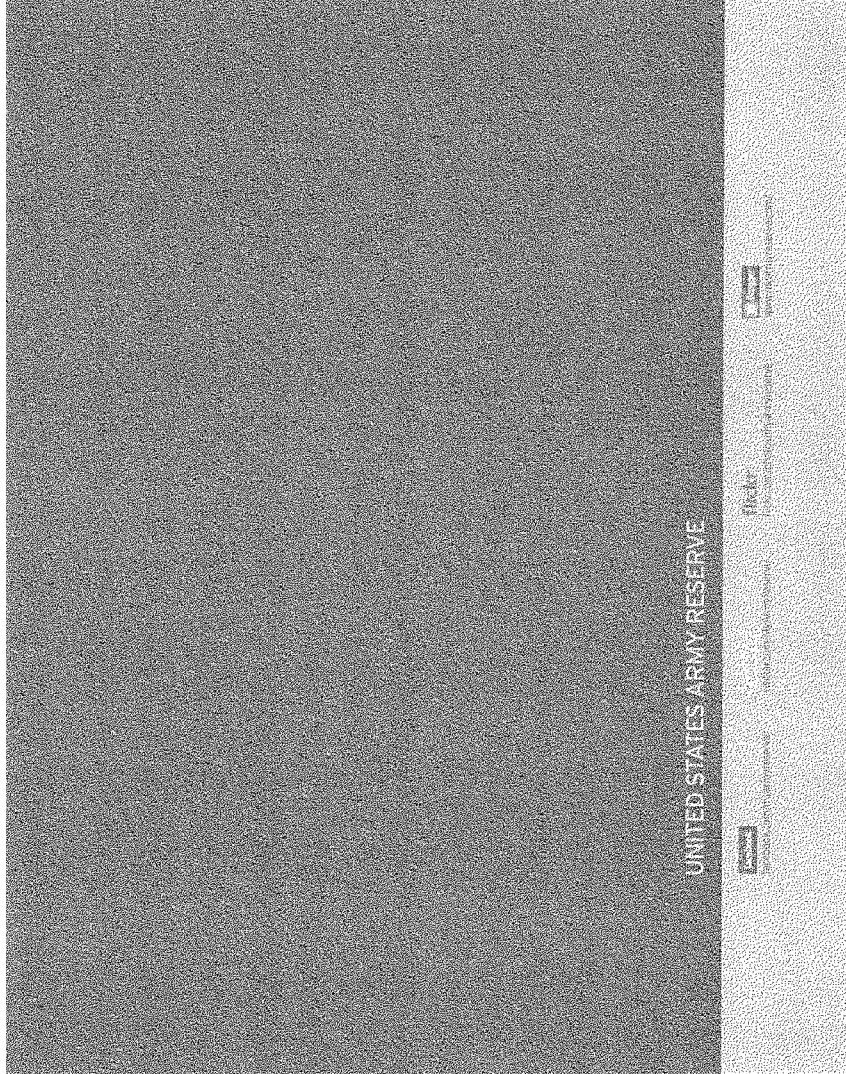
I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

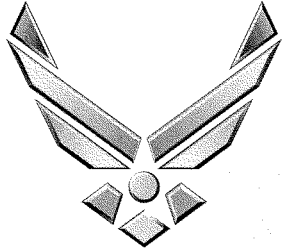
I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.



United States Air Force



Presentation

Before the House Armed Services Committee,
Subcommittee on Tactical Air and Land Forces

Army and Air Force National Guard and Reserve Component Equipment Posture

Statement of
Lieutenant General Charles E. Stenner, Jr.
Chief, Air Force Reserve

March 31, 2011

NOT FOR PUBLICATION UNTIL RELEASED
BY THE COMMITTEE ON ARMED SERVICES
UNITED STATES HOUSE OF REPRESENTATIVES

Introduction

The 21st Century security environment requires military services that are flexible -- capable of surging, refocusing, and continuously engaging without exhausting their resources and people. The United States Air Force continues to present capabilities in support of joint operations, and the Reserve Component has evolved to the point that we are critical to those operations. In an increasingly limited fiscal environment, Reservists remain efficient and cost-effective solutions to our Nation's challenges.

In this dynamic environment, the Air Force Reserve (AFR) excels. Reserve Airmen support our Nation's needs; providing operational capabilities around the globe. Today, Air Force Reservists are serving in every Area of Responsibility (AOR), and there are approximately 4,300 Air Force Reservists activated to support operational missions. Despite increased operations tempo, aging aircraft and increases in depot-scheduled down time, we have improved fleet aircraft availability and mission capable rates. We have sustained our operational capabilities for nearly twenty years—at a high operations tempo for the past ten. We accomplish this while continuing to provide a cost-effective and combat ready force available for strategic surge or on-going operations.

This year brings continued opportunities. Air Force Reserve Airmen are integrated into a wider variety of missions across the full spectrum of not only inherently Air Force operations, but joint operations as well. The Department of Defense (DoD) continues to seek innovative ways in which to gain greater access to, and leverage the unique experiences and skills of, Reservists. This effort recognizes our Citizen Airmen have talents that have been developed in the Air Force Reserve, but are strengthened in employment with civilian employers.

While we remain focused on the Air Force's five priorities¹, we are also guided by the following Reserve Component-unique focus areas that could be applied to the Total Force and will serve as the basis for this testimony: Force Readiness, Force Rebalance and Force Support.

¹ The Air Force Priorities are: 1) Continue to strengthen the nuclear enterprise; 2) Partner with the Joint and Coalition team to win today's fight; 3) Develop and care for our Airmen and their families; 4) Modernize our air, space, and cyberspace inventories, organizations, and training; and 5) Recapture acquisition excellence.

Overview

The Air Force Reserve is helping to lead the way in improving Air Force capability for Fiscal Year (FY) 2012 and beyond. The FY12 President's Budget Request would fund Air Force Reserve requirements of approximately \$5 billion. It provides for the operation and training of 34 wings, funds 117,769 flying hours, maintains 344 aircraft, and provides for the readiness of 71,400 Reservists and 4,157 civilian employees. Our budget request is about 4% of the total Air Force budget, and includes \$2.27 billion for operations and maintenance for air operations, service support and civilian pay; \$1.7 billion for military personnel; and \$34 million for military construction.

Not only does our FY12 budget request ensure Air Force Reservists are trained and prepared to support Air Force and Combatant Command requirements, but it also demonstrates our commitment to the DoD's focus on efficiencies. Through better business practices, by leveraging new technology, and by streamlining our force management efforts, we identified \$195 million in efficiencies for FY12 alone. With your continued support and assistance in the coming year, we will be focused on rebalancing our force, recapitalizing our equipment and infrastructure, and supporting our Reservists and the balance between their civilian and military lives.

Force Readiness

Reservists continue to play an increasing role in ongoing global operations. This reliance can be seen during surges such as those in Iraq and Afghanistan. Properly equipping the Reserve Components will ensure the Nation continues to have a "Force in Reserve" to meet existing and future challenges.

Air Force Reserve Modernization

A number of trends continue to influence dependence on Air Force Reserve forces to meet the operational and strategic demands of our nation's defense: sustaining operations on five continents and the resulting wear and tear on our aging equipment; increasing competition for defense budget resources; and increasing integration of the three Air Force components. The Air Force leverages the value of its Reserve Components through association constructs in which units of the three components share equipment and facilities around a common mission. Increasing integration of all three Air Force components requires us to take holistic approach. To ensure our integrated units achieve maximum capability, the precision attack and defensive

equipment the Air Force Reserve employs must be interoperable not only with the Guard and Active Component, but the Joint and Coalition force as well.

The National Guard Reserve Equipment Account (NGREA) appropriation has resulted in an increase in readiness and combat capability for both the Reserve and the Guard. For example, using FY09 NGREA, FY09 OCO and FY10 NGREA funds, the Air Force Reserve responded to a Combatant Commander Urgent Operation Need (UON) related to the capabilities of our A-10 and F-16 fleet. Through acquisition of the Helmet Mounted Integrated Targeting (HMIT) system we were able to enhance our pilots' capability to cue aircraft sensors and weapons well outside the Heads-Up Display (HUD) field of view of their aircraft. This commercial-off-the-shelf (COTS) system is a common solution for both the A-10 and F-16 aircraft. Additionally, HMIT incorporates color displays in its system and is compatible with current night vision goggle systems to enhance night time flying capabilities. These capabilities have the potential to increase the situational awareness of our A-10 and F-16 pilots by 400% and to decrease incidents of fratricide caused when pilots move their heads away from their controls to see targets on the ground. Actual purchases are expected to start at the end of FY11 with delivery in FY12.²

Since the start of combat operations in Afghanistan and Iraq, the majority of our equipment requirements have been aircraft upgrades. These upgrades provide our aircraft with better targeting, self protection and communication capabilities. As legacy aircraft are called upon to support operational missions, the equipment is stressed at a greater rate. As new equipment is identified that will satisfy our capability shortfalls, we begin procurement, normally buying enough assets with "first year" dollars to equip a single unit of aircraft. With subsequent year funding we continue purchasing until our requirements are met. This method of procurement allows the expedient fielding of capabilities to our deploying units, but equipment levels, especially in the first few years of a program's execution, are not at sufficient levels to meet our overall requirements.

In FY08, we modified our requirements process to align with the Air Force Reserve corporate process. This alignment provides total visibility and support for our modernization

² In past years, the Air Force Reserve purchased HC-130 8.33 radios to upgrade 5 AFR HC-130 aircraft. This upgrade allows these aircraft to comply with Certified Navigation System - Air Traffic Management (CNS-ATM), world-wide air traffic rules and requirements. The 8.33 radios also provided a situational awareness datalink that allow crews to better identify "friends" versus "foes" and prevent "friendly fire" incidents. Without this upgrade, the movements of AFRC's HC-130s were limited and in some cases prevented in certain restricted airspace around the globe.

needs from identification of a requirement until it is fully mission capable. The process also incorporates input from our units received through Combat Planning Councils (CPCs). Our unfunded requirements, after being vetted through our corporate process, reside on our Modernization List. Each year we review the list to determine where the best use of the allotted amount of NGREA will make the most impact. Additional supplemental funding has helped in procuring our needed equipment; however, we could almost always use additional funding to help secure our critical equipment needs.

While our requirements are identified and tracked on our Modernization List; the NGREA process does not allow for the programming of these equipment needs. Current levels of NGREA and supplemental funding has allowed the Air Force Reserve to make significant strides in meeting urgent warfighter requirements. This level of funding will be needed in the future as we continue to keep our equipment combat effective and relevant.

Historically, the Air Force Reserve has been a prudent steward of NGREA funding with an average obligation rate of 99.7% prior to funding expiration.³ We are currently involved in a cooperative effort with the Air National Guard and the Active Component's acquisition communities to review our obligation processes and develop improvements to bring our obligation rates more in line with the Department's standards of 80% and 90% in the first and second years of execution. Air Force Reserve NGREA funding of at least \$100 million per year will provide parity and greatly enhance readiness. We truly appreciate and thank this committee for its continued support of this critical program.

Military Construction (MILCON) and Infrastructure Modernization

Along with challenges in modernizing our equipment, we face challenges modernizing our infrastructure. During the FY11 budget formulation, both the Active Component and the Air Force Reserve continued to take risk in military construction and facilities maintenance in order to fund higher priorities. Over time, this assumption of additional risk has resulted in a backlog exceeding \$1 Billion for the Air Force Reserve.

³ From FY1997 to FY2008, Congress provided the Air Force Reserve the following amounts in NGREA funding (associated obligation rates): 1997 - \$39,552,000 (99.05%); 1998 - \$49,168,000 (99.99%); 1999 - \$20,000,000 (100%); 2000 - \$19,845,000 (99.75%); 2001 - \$4,954,000 (99.98%); 2002 - \$75,224,000 (99.88%); 2003 - \$9,800,000 (99.84%); 2004 - \$44,666,000 (99.96%); 2004 - \$39,815,000 (100%); 2006 - \$29,597,000 (99.75%); 2007 - \$34,859,000 (98.67%); and 2008 - \$44,695,000 (99.60%).

The Air Force Reserve's budget request was \$7.8 million in FY11 MILCON funding. This request would fund our highest priority project; the construction of a Weapons Maintenance Facility for the 920th Rescue Wing at Patrick Air Force Base, Florida as well as necessary planning/design and minor construction. In FY12, our budget request of \$34 million will fund the construction of an airfield control tower at March Air Reserve Base, California, and a RED HORSE⁴ readiness and training facility at Charleston Air Force Base, South Carolina. As we continue to work within the fiscal constraints, we will optimize space allocation with increased facility consolidation and demolition. We will continue to mitigate risk where possible to ensure our facilities are modernized and provide a safe and adequate working environment.

Air Force Reserve Manpower

To meet the current needs of the Air Force, the Air Force Reserve will grow to a programmed end strength of 71,200 this year. In the FY12 Budget, we have requested an end strength of 71,400. These manpower increases are placing a premium on recruiting highly qualified and motivated Airmen and providing them with the necessary training. The Air Force Reserve recruiting goal for FY 2011 is 10,480. While we exceeded our highest goal ever of 10,500 new Airmen for FY 2010, with tightening budgets and cuts in advertising, our forecast models indicate we may continue to face challenges in some aspects of the recruiting process.

To provide a single point of entry for accessing Air Force Reserve forces, we recently established a Force Generation Center (FGC). This organization modernizes our force management practices to provide a unified picture of our combat capability, our total support to the Air Force and Combatant Commanders, and provides our customers with a single point of entry with a consistent set of business rules. We now have visibility and accountability of reserve forces in categories where we previously had limited or no real time information. Additionally, the Force Generation Center allows the Air Force Reserve to be more responsive to the needs of individual Reservists, providing them greater predictability while making participation levels more certain. This ultimately provides Combatant Commanders with more operational capability. Collectively, these actions will contribute to the overall health of the Air Force by improving the sustainability and operational capability of the Air Force Reserve required today and tomorrow.

⁴ Rapid Engineer Deployable Heavy Operational Repair Squadrons (RED HORSE) provide the Air Force with a highly mobile civil engineering response force to support contingency and special operations worldwide.

A recent survey highlighted the fact that one-in-three Air Force Reservists has volunteered to deploy. Since 9/11, more than 60,500 Air Force Reservists, which equates to 76 percent of our current force, have answered our nation's call and deployed to combat or supported combat operations on active duty orders. We cannot take this high-level of commitment for granted, and must do our best to ensure their continued service is used appropriately and efficiently. Accordingly, these enterprise-wide actions will make Air Force Reservists more accessible and should provide Reservists with a greater sense of satisfaction about their service.

Force Rebalance

Total Force Initiatives are not just a priority for the Air Force Reserve and Air National Guard, but the Air Force as a whole. All three components to aggressively examining Air Force core functions for integration and force rebalancing opportunities. This is critical in an environment focused on efficiencies. As weapons systems become increasingly more capable but expensive, their numbers necessarily decrease. Aging platforms are being retired and are not replaced on a one-for-one basis. As a result, the Air Force is required to maintain the same combat capability with a smaller inventory. To this end, we are integrating wherever practical, exploring associations across the Total Force. We have established a wide variety of associate units throughout the Air Force, combining the assets and manpower of all three components to establish units that capitalize on the strengths of each component. There are currently more than 90 Associations across all Air Force mission areas.

The Air Force uses three types of associations to leverage the combined resources and experience levels of all three components: "Classic Associations," "Active Associations," and "Air Reserve Component Associations." Under the "Classic" model a Regular Air Force unit is the host unit and retains primary responsibility for the weapon system, while a Reserve or Guard unit is the tenant. This model has flourished in the strategic and tactical airlift communities for over 40 years. We are also using this model in the Combat Air Forces (CAF). Our first fighter aircraft "Classic" association at Hill Air Force Base, Utah, attained Initial Operational Capability in June of 2008. This association combined the Regular Air Force's 388th Fighter Wing, the Air Force's largest F-16 fleet, with the Air Force Reserve's 419th Fighter Wing, becoming the benchmark and lens through which the Air Force will look at every new mission. The 477th Fighter Group, an F-22 unit in Elmendorf, Alaska, continues to mature as the first Air Force

Reserve F-22A associate unit. This unit also achieved Initial Operating Capability in 2008 and will eventually grow into a two-squadron association.

Under the “Active” model, the Air Force Reserve or Guard unit is host and has primary responsibility for the weapon system while the Regular Air Force provides additional aircrews to the unit. The 932nd Airlift Wing is the first ever Operational Support Airlift Wing in the Air Force Reserve with 3 C-9Cs and 3 C-40s. To better utilize the fleet at the 932nd, the Air Force created an Active Association of the C-40s.

Under the “Air Reserve Component (ARC)” model, now resident at Niagara Falls Air Reserve Station (ARS), New York, the Air Force Reserve has primary responsibility for the equipment, while the Air National Guard works side-by-side in the operation and maintenance of the aircraft. At Niagara, the Air National Guard transitioned from the KC-135 air refueling tanker to the C-130, associating with the 914th Airlift Wing. The 914th added four additional C-130s, resulting in 12 C-130s. This ARC Association model provides a strategic and operational force and capitalizes on the strengths of the Air National Guard and Air Force Reserve. Additionally, it provides the State of New York with the needed capability to respond to state emergencies.

Associations are not simply about sharing equipment; they enhance combat capability and increase force-wide efficiency by leveraging the resources and strengths of the Regular Air Force, Air National Guard, and Air Force Reserve. But, they accomplish this while respecting unique component cultures and requirements. Air Force Reserve and Air National Guard members train to the same standards and maintain the same currencies as their Active Component counterparts. These Airmen also provide the insurance policy the Air Force and the nation need: a surge capability in times of national crisis. As we have seen with the increased requirements in Afghanistan, the Air Force Reserve continues to play a vital role by mobilizing our strategic airlift resources and expeditionary support to provide capabilities needed for the joint effort.⁵

To better accommodate the Air Force-wide integration effort, the Air Force Reserve is examining its four decades of association experience. With Regular Air Force and Air National Guard assessment teams, we developed analytical tools to evaluate different mixes of Reserve,

⁵ In FY10, Air Force Reserve C-5 and C-17 associate flying units flew 31,913 hours of overseas contingency support worldwide.

Guard, and Active Component forces in any given mission set. This process for rebalancing of forces will give the Air Force a solid business case analysis tool for evaluating future associations and may lead to force decisions that support Reserve Component growth.

For the Operational Reserve construct to remain viable, we must continue to use the long-term mobilization authorities that have been in continuous use for the past ten years. If not, the Services will revert to volunteerism as the sole planning tool for force generation to meet Combatant Command requirements.

The strategic nature of the Reserve Components historically made us vulnerable to reductions in resources and budgets. This often resulted in rebalancing resources among the components based on a strategy that favored near-term operational risk reduction over longer-term cost effectiveness and wartime surge capability. This was a logical approach to allocating risk at the time because Reserve Component daily operational capabilities depended almost exclusively on volunteerism, which was difficult for planners to quantify with a desired degree of assurance. That legacy model is now the exception rather than the rule, since risk associated with the Reserve Components can be both measured and controlled through management and integration of volunteerism with sustainable mobilization plans based on the force generation model construct. This allows the Services to make force rebalancing decisions today based on business case analysis rather than focusing exclusively on near-term risk avoidance.

The traditional approach to rebalancing during a budget reduction has been to reduce Reserve Component force structure to preserve Active Component operational capabilities, or to reduce all components through some proportional or fair-share model to spread risk across the force. It is now possible to quantify and plan for a predictable level of access to operational support from the Reserve Components in critical capability areas, the traditional approach is no longer valid. Because access to operational support capability is quantifiable, it is possible to do reliable cost/capability tradeoff analyses to quantify both cost and risk for options placing greater military capability in the Reserve Components. This does not mean that Reserve Component growth will always be the prudent choice, but it does mean that the choice can be made based on measurable outcomes of cost, capability, and risk, rather than using arbitrary rules of thumb or notional ratios.

A new approach to rebalancing allows for a force that is agile and responsive to uncertainty and rapid changes in national priorities, and mitigates the loss of surge capability and

the high cost associated with the traditional approach to adjusting force mix. Any approach should acknowledge the Reserve Components have become and will remain a responsive operational force. Such a force necessarily allows the Services to respond quickly and efficiently to funding reductions without decreasing warfighting capability or incurring large Active Component recruiting and training costs.

Force Support

While the Air Force meets the needs of new and emerging missions, we face significant recruiting challenges. Not only will the Air Force Reserve have access to fewer prior-service Airmen, we will be compete with other services for non-prior service recruits⁶. In the past year, the Air Force Reserve has experienced the most accessions in 16 years and the highest amount of non-prior service recruits in over 20 years. To improve our chances of success, we have increased the number of recruiters working in the field to attract quality candidates. While we focus on recruiting, we must remain mindful of the experienced force we need to retain. Air Force Reserve retention continues to show positive gains in all categories. In FY10, both officer and enlisted retention rates increased, with career Airmen retention at its highest level since 2004 and officer retention recovering to FY 2007 levels.

With Congressional support, we have implemented a number of successful programs to increase and maintain high recruiting and retention rates. For example, we implemented a "Seasoning Training Program". This program allows recent graduates of initial and intermediate level specialty training to voluntarily remain on active duty to complete upgrade training. Since its implementation, nearly 13,000 Reservists have become trained and available at an accelerated rate. With the increased number of non-prior service recruits coming into the Air Force Reserve, seasoning training has become a force multiplier and ensures the Air Force Reserve maintains its reputation for providing combat-ready Airmen for today's joint fight.

The Bonus program has also been pivotal to recruiting and retaining the right people with the right skills to meet our requirements. The Bonus program enhances our ability to meet the

⁶ According to the Office of the Secretary of Defense, Personnel & Readiness, only about 26% of today's youth are qualified to serve without obtaining a waiver. Shrinking numbers of qualified youth, coupled with AFR's increased reliance on Non-Prior Service members, and a highly competitive recruiting atmosphere will continue to challenge our recruiting force.

demand for “Critical Skills”—those skills deemed vital to mission capability. Ordinarily, critical skills development requires extensive training over long periods of time, and members who have these skills are in high demand within the private sector. Your continued support, allows us to offer the appropriate combination of bonuses for enlistment, reenlistment, and affiliation. The Bonus Program is effective; 2,676 Reservists signed agreements in FY10. This figure is up 31 percent from FY09.

Preserving the Viability of the Reserve Triad

Reservists balance relationships with their families, civilian employers, and the military-- what we like to call “The Reserve Triad.” To ensure continued sustainability, our policies and actions must support these relationships. Open communication about expectations, requirements, and opportunities, will provide needed predictability and clearer expectations among sometimes competing commitments.

The Air Force Reserve is proud of the close ties we have with our local communities. According to recent statistics provided by the Employer Support of the Guard and Reserve (ESGR), civilian employers continue to support and value the military service of their employees.⁷ Maintaining employer support and stability is critical to retaining the necessary experience at the unit level.

The President has made supporting military families a top national security priority.⁸ Military families support and sustain troops, care for wounded warriors and bear the loss of our fallen heroes. The well-being of military families is a clear indicator on the well-being of the overall force. Less than one percent of the American population serves in uniform today. While the impact on war has had little direct impact on the general population, re-integration challenges faced by military families can have far reaching effects on local communities. We are committed to supporting our military families. Strong families positively impact military readiness and preserve the foundation of the “Reserve Triad.”

We have placed added emphasis on suicide prevention and resiliency. Airmen in high-stressed career fields undergo a two-day decompression program at the Deployment Transition Center. Additionally, at each home station installation, we implemented a tiered system of

⁷ ESGR USERRA case resolution statistics

⁸ The President of the United States released the final report on Presidential Study Directive-9 (PSD-9) on 24 Jan. The report identified the Administration’s priorities to addressing challenges facing military families.

suicide prevention to address mental health concerns. The well-being of our force is a priority and we will continue to give it our undivided attention.

Thanks to Congressional initiatives, our Yellow Ribbon Reintegration Office is up and running and fully implementing Department of Defense directives. Our program strives to provide guidance and support to military members and their families at a time when they need it the most, to ease the stress and strain of deployments and reintegration back into normal family life. Since the standup of the program in August 2008, we have hosted 125 events across 39 Wings and Groups. Nearly 21,000 Reservists and 15,000 family members have attended these events. From Yellow Ribbon event exit surveys and through both formal and informal feedback, we know attendees feel better prepared and more confident about the deployment cycle. The Air Force Reserve is leaning forward in meeting pre-, during and post- deployment needs of our members and their families.

Conclusion

We take pride in the fact that when our nation calls on the Air Force Reserve, we are trained and ready for the fight. As an operational force over 70,000 strong, we are mission-ready and serving operationally throughout the world every day.

In a time of constrained budgets and higher costs, in-depth analysis is required to effectively prioritize our needs. We must understand the vital role we play in supporting our nation's defense and concentrate our resources in areas that will give us the most return on our investment. Optimizing the capabilities we present is a top priority, but we must simultaneously support our Airmen, giving them the opportunity to have a predictable service schedule that meets the needs of Reservists, their families and their employers.

The Air Force Reserve must also remain flexible, capable of surging, refocusing, and continuously engaging without exhausting resources and people. Approaching FY12 and beyond, it is imperative that we preserve the health of our strategic reserve and improve our ability to sustain our operational capability. Going forward, we need to continuously balance capabilities and capacity against both near-term and long-term requirements. The actions we initiated in 2010 and those we advance in 2011 will preserve the health of our force.

STATEMENT BY

LIEUTENANT GENERAL HARRY M. WYATT III

DIRECTOR, AIR NATIONAL GUARD

BEFORE THE

HOUSE ARMED SERVICES COMMITTEE

SUBCOMMITTEE ON TACTICAL AIR AND LAND FORCES

FIRST SESSION, 112TH CONGRESS

ON

THE FISCAL YEAR 2012 GUARD AND RESERVE BUDGET

MARCH 31, 2011

NOT FOR PUBLIC DISSEMINATION
UNTIL RELEASED BY
THE HOUSE ARMED SERVICES COMMITTEE

Opening Remarks

Chairman Bartlett, Ranking Member Reyes, and distinguished members of the subcommittee; I am honored to appear before you today on behalf of the outstanding men and women serving in our nation's Air National Guard. I would like to begin by expressing my sincere appreciation to the Committee for its tremendous support to the Air National Guard. Your work ensures America continues to have a ready, reliable, and accessible Air National Guard, responsive to our domestic needs as well as providing operational capabilities critical to the success of our Total Force. As we face increasingly limited resources and tight or declining defense budgets, we must accentuate the strength of the Air National Guard—our cost effectiveness.

Air National Guard in National Defense

Facing a need to reduce the Defense budget in response to domestic priorities and the need to sustain defense capabilities in light of growing foreign challenges, Secretary of Defense Melvin B. Laird put his faith in the Reserve Components. Secretary Laird wrote, "Within the Department of Defense...economics will require reductions in overall strengths and capabilities of the active forces, and increased reliance on the combat and the combat support units of the Guard and Reserves."¹ He understood that by increasing the readiness of the Guard and Reserves and then relying upon them "to be the initial and primary source for augmentation of the active forces in any future

¹ Melvin B. Laird, Memorandum to the Secretaries of the Military Departments, Subj: Support for Guard and Reserve Forces, August 21, 1970.

emergency² the nation would maintain its defense capability and capacity while decreasing the overall costs.

The US Air Force leadership recognized that as the nation's first military responder, increased reliance on the Reserve Components meant the Air Force Reserve and Air National Guard must be able to respond quickly and integrate seamlessly into any operation; they would require equipment and training comparable to the regular, active duty Air Force. The ANG, with significant help from Congress, began trading in its obsolete Korean War vintage equipment for newer, and in some cases brand new aircraft. The ANG also received additional funds for training, including modern flight simulators, and full-time Guard Airmen (Active Guard & Reserve (AGR) and Technicians) to oversee the increased training regimen.

Improved operational readiness brought with it a rejuvenated desire by Guard Airmen to do more than just train – to demonstrate their capabilities. ANG units began volunteering to augment the Regular Air Force by participating in on-going operational missions around the world. To the customer, the Air National Guard became indistinguishable from the Regular Air Force. This was done within the fundamental framework of a part-time professional force.

Today's National Guard Airmen have been fighting alongside our regular, active duty and Air Force Reserve brothers and sisters since Operation DESERT SHIELD in 1991, and they have proven to be equal partners in our nation's defense. Last year (CY2010), Guard Airmen filled 48,538 manpower requests, and 89% of these Guard Airmen responded to the call voluntarily, without the

² *Ibid.*

need for “involuntary mobilization.” They have served honorably in Iraq and Afghanistan, but also in Bosnia, throughout Africa, South America, Europe (including countries of the former Soviet Union), Korea, and, under Operation DEEP FREEZE, New Zealand and Antarctica.

The world is a very different place today than when Secretary Laird established the Total Force, but the underlying principle of the Total Force remains true: the nation can maintain defense capabilities at less total cost through careful balance of Active Component and Reserve Component forces.

Secretary Gates has charged the Department “to generate efficiency savings by reducing overhead costs, improving business practices, or culling excess or troubled programs.”³ While our leadership is making tough decisions, we know the Air National Guard is well situated as a cost-effective answer in both our defense and domestic response roles.

The Air Guard provides a trained, disciplined, and ready force for a fraction of the cost. The Air National Guard savings are due to our part-time business model. Approximately 70% of our Guard Airman are traditional part-time professionals, meaning that they are only paid when serving or on active duty for training. Also, the Air National Guard seldom pays subsistence or housing allowances, or for permanent change of station moves for the members and their families.

Another key factor to our cost effectiveness is the infrastructure savings inherent in the Air National Guard basing model that not only allows us to operate efficiently, but also allows us to be a part of, and contribute to, communities

³ Robert M. Gates, Statement on Department Budget and Efficiencies, January 06, 2011.

across the country. With some of our leases costing as little as one dollar annually, the Air Guard is able to realize even more cost savings through its supporting infrastructure. In fact, for less than \$4 million annually through Joint Use Agreements, the Air National Guard provides stewardship to approximately \$12 billion in infrastructure.

Domestic Operations

This year the Air National Guard began a process to better define and prepare for its role in domestic operations. In CY2010, 3,739 National Guard Airmen performed domestic missions under Title 32 including US air defense, border security, counterdrug operations, and search and rescue. Many other Guard Airmen were called to State Active Duty by their governors to augment local police forces and help with disaster relief.

Many are unaware of the contributions and skills our Guard Airmen provide to domestic support. The Air National Guard has particular core capabilities for which we are uniquely trained and equipped. Many have been used in the past year alone, to include:

- Air Defense (Air Sovereignty Alert)
- Air Traffic Control
- Airlift (transportation, supply, & evacuation)
- Civil engineering
- Specialized medical care
- Law enforcement
- Aerial firefighting
- Mortuary affairs
- Urban search and rescue

- Communications

The Air National Guard's support to civil authorities is based upon the concept of "dual use," *i.e.*, equipment purchased by the Air Force for the Air National Guard's federal, combat mission, can be adapted and used domestically when not needed overseas. For example, an Air National Guard F-16 wing contains not only F-16 fighter aircraft but fire trucks, forklifts, portable light carts, emergency medical equipment including ambulances, air traffic control equipment, explosives ordinance equipment, etc., as well as well trained experts – all extremely valuable in response to civil emergencies. If the F-16 wing converts to a non-flying mission or even a Remotely Piloted Aircraft mission, much of this equipment may leave with the F-16 aircraft. As the Air Force proceeds with its recapitalization and modernization plans, we need to ensure our citizens are not left without essential disaster response capabilities.

Looking to the future, the Air National Guard recognizes the growing importance of its domestic response capabilities and the many threats to domestic peace. Our Airmen are working closely with the National Guard Bureau, USNORTHCOM, the Department of Homeland Security, as well as other local, state, and federal agencies to help identify and fill capability gaps in the US regional response framework.

Closing Remarks

Our National Guard Airmen have proven themselves to be ready, reliable, and accessible in recent actions here at home and overseas. Every dollar spent on the Air National Guard provides our nation an unmatched return on investment. Given adequate equipment and training, the Air National Guard will continue to fulfill its Total Force obligations and seamlessly integrate into the Joint theater operations and respond to domestic emergencies.

We need your help to ensure that the Air National Guard of tomorrow is as a ready, reliable, accessible, and cost effective as it is today.

Thank you for the opportunity to be here today, I look forward to your questions.

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STATEMENT BY

**MAJOR GENERAL RAYMOND W. CARPENTER
ACTING DIRECTOR, ARMY NATIONAL GUARD**

BEFORE THE

**HOUSE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON TACTICAL AIR AND LAND FORCES**

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Opening Remarks

Chairman Bartlett, Ranking Member Reyes, distinguished members of the subcommittee; I am honored to appear before you today, representing 360,000 plus Citizen-Soldiers in the Army National Guard, an organization that is historically part of the foundation of our great democracy.

Citizen Soldiers as part of the Operational Force

Our Army National Guard (ARNG) is approaching a decade of war with an all-volunteer force. Our Army National Guard Mobilizations in Support of Overseas Contingency Operations in FY10, including Soldiers who have mobilized multiple times, were 41,744 for Operation Enduring Freedom (Afghanistan) and Operations Iraqi Freedom & New Dawn, and another 3,054 mobilizations to the Balkans, Sinai, and elsewhere around the world. A staggering 477,323 Soldiers have been activated since 9 /11, and 34,700 Soldiers are currently mobilized as of March 5, 2011.

We are an operational force in a transition mode within the ARFORGEN rotational cycle. To the credit of our Soldiers and their leaders, we are experiencing huge successes in our homeland defense and overseas missions. We continue to see young and not-so-young people who want to join and serve in the ARNG. Just as impressive are the retention rates of our current serving force; most are combat veterans who make the decision to continue to serve at historic rates; they clearly understand we are at war. Our reenlistment rate as of EOM February 2011 for enlisted Soldiers is 72.4% of our total force and 73.8% of our Soldiers with Mobilization experience. These retention numbers are especially impressive when we consider that at the end of FY10 the average

dwelling time for our Soldiers with mobilization experience was 2.4 years. As a first step, the Army goal is to achieve 4 years dwell by 2014, but balancing the force will not happen overnight.

The experience we have gained since 9/11, the modern equipment fielded, the training delivered to our Soldiers, and the frequency of deployments, have resulted in a highly seasoned, well-equipped combat force. As of end of month December 2010, 53% of ARNG Soldiers are combat veterans; more than half of our force – and we hope to retain that level of experience. Our force has truly become an operational force. At the end of FY10, 84.45% of ARNG forces were Duty Military Occupational Specialty (MOS) Qualified -- an escalating increase from 73.27% at the end of FY08 and 83.06% in FY09. The experience of our Army National Guard in recent years has strengthened our Soldiers and units to the benefit of our nation like no other time in recent history. Several high-level research studies have been commissioned to guide the future of our Army National Guard operational force including an OSD-RA study and the General Reimer study. Ultimately, these studies agree that for a relatively modest investment, an Operational Army National Guard can be sustained. In return, the nation will benefit from the past investment and experience of the ARNG. In a budget-constrained environment, the Army National Guard is an extremely cost-effective, substantially paid-for option that the nation needs to sustain. It is important that we maintain our key force structure elements of 8 Divisions, 8 Combat Aviation Brigades, and 28 Brigade Combat Teams (BCTs).

Equipment and Critical Dual Use

Our nation has invested over \$37 billion in equipment for the Army National Guard in the past six years. That investment was made in both Critical Dual Use (CDU) and other required equipment, used for both domestic homeland crisis response missions and overseas contingency operations. Overseas contingency operations have spurred improvements in the capacity of the ARNG to support the war effort, to respond to natural and man-made disasters, to provide critical assistance during state and national emergencies, and to be prepared to respond to potential terrorist attacks in defense of the homeland. Our homeland response enterprise includes 10 Homeland Response Forces (HRFs) – 2 validated in FY11 and 8 in FY12, 17 Chemical, Biological, Radiological, Nuclear and High Yield Explosive (CBRNE) Enhanced Response Force Packages (CERFPs), and 57 Civil Support Teams (CSTs).

CDU equipment includes tactical radios, rotary aircraft, ground transportation vehicles, and digital command and control enablers. The Army has made significant efforts to improve the ARNG CDU equipment posture and remains committed to ensuring the ARNG has the CDU equipment required to support Homeland Defense/Homeland Security (HLD/HLS) and Defense Support to Civil Authorities (DSCA) operations. To highlight this level of commitment, ARNG equipment-on-hand rates for Critical Dual Use equipment are projected to increase to 94% by October 2012. That's an increase of 19% over the four years since the ARNG began monitoring CDU rates.

During fiscal year 2010, the ARNG received over 154,000 pieces of new equipment valued at \$9.8 billion. With this influx of new equipment, the on-hand percentage for all equipment is currently at 92% and continues to be maintained at levels greater than 90%. The Army continues to improve the equipment on hand and modernization levels for the Army National Guard. The Army views this as critical for the ARNG to be employed as an operational force. The Army Equipping Strategy established equipping aim points for units as they progress through the Army Force Generation (ARFORGEN) process which will help build unit readiness and maintain unit parity in terms of both modernization and interoperability.

Quality Facilities

The Army National Guard is a community based force. As such, our facilities are often the foundation for community support of an all-volunteer force. The ARNG has made some great progress with several LEED (Leadership in Environmental and Energy Design) Silver certified facilities meeting the qualifying requirements for recycled material usage, natural lighting, and energy conservation. We have further opened the call for volunteer installations to take part in Army IMCOM's Net Zero initiative. The ARNG, however, still has much work to do to provide quality facilities to perform our dual mission across the 54 States and Territories. Quality facilities link directly with Soldier readiness, family, youth, and morale programs such as Yellow Ribbon and Youth ChalleNGe. The ARFORGEN model requires increased usage of ARNG facilities. Forty percent of ARNG readiness centers are more than 50 years old

and require substantial modernization or total replacement to meet the needs of an operational force. To achieve quality in facilities, we have thus far executed 99% of MILCON funds in FY10 and estimate we will need \$774 million in MILCON dollars for FY12.

Aviation Support

The Army National Guard (ARNG) aviation program, both fixed and rotary wing aircraft, provided huge benefits in supporting Domestic Operations this past year. Every year offers ARNG aviation a new set of challenges. Last year, fixed-wing aircraft transported emergency supplies and personnel during floods, wildfires, and other emergencies across the nation and throughout the Gulf Coast during the aftermath of the Deepwater Horizon oil spill. During the oil spill recovery effort, ARNG aviation crews logged 3,722 hours and moved over 16 million pounds of cargo. The Operational Support Airlift Agency provided critical combat support by transporting blood donations and Wounded Warriors across the United States. Fixed-wing aircraft also transported much-needed supplies and personnel to Haiti after the January 2010 earthquake. At home and abroad, these aircraft flew 53,029 hours, completed 11,312 missions, transported over 3.5 million pounds of cargo, and carried more than 70,000 passengers.

Rotary wing units and aircraft in FY10 flew approximately 50,000 hours in civil support. These missions included support of disasters and declared emergencies in which Guard aviation displayed versatility and flexibility such as responding to the largest oil spill to affect the U.S., the Deepwater Horizon spill. ARNG rotary wing crews flew missions such as sand bag emplacement,

personnel evacuation, engineer damage assessment, and law enforcement agency support. In Haiti the Puerto Rico National Guard flew two UH-60s based out of the Dominican Republic in support of the American Embassy in Port-au-Prince giving an early signal that help was on the way to support the restoration of health services. ARNG Security and Support aircraft and crews continue to provide planned support to counterdrug operations nation-wide and notably along the southwest border. Our aviation forces responded to floods in Arizona, North Dakota, Louisiana, and West Virginia; provided wildfire support in Minnesota; and flew search and rescue missions in California, Colorado, New Mexico, Nevada, and Oregon. ARNG rotary wing missions crossed the full spectrum of domestic support.

ARNG fixed wing and rotary wing capabilities have been and continue to be a critical dual use asset that the Army and Adjutants General rely heavily upon. The operational tempo of our ARNG aviation units continues to be elevated as overseas commitments and domestic support requirements remain steady.

Army National Guard aviation not only supports Domestic Operations such as responses to hurricanes, oil spills, search and rescue operations, forest fires, floods, and weather emergencies, in addition, we continue to support overseas deployments such as Operation Enduring Freedom, Operation New Dawn, and Kosovo. We do so with an aging aircraft fleet. Since 2001, the ARNG has retired over 600 legacy aircraft and fielded 300 modernized aircraft. The ARNG is simultaneously modernizing aircraft to reduce sustainment costs, increase

readiness, and support interoperability for the deploying force. ARNG aviation also includes Unmanned Aircraft Systems and related Ground Support Equipment. Aviation and related support systems remain persistent items of interest on modernization priority lists.

The Army needs to continue its modernization plan if the ARNG is to meet current and future demands in the Homeland and on missions abroad. The ARNG fleet currently has shortfalls in CH-47 Chinook and AH-64D Apache airframes.

The Assistant Secretary of the Army (Acquisitions, Logistics and Technology) recently directed the Program Executive Office-Aviation to divest the C-23 Sherpa aircraft not later than 31 December 2014. In accordance with Army guidance, the ARNG developed a plan to retire the 42 existing C-23 aircraft in 2011-2015. The 2010 Vice Chief of Staff, Army capability portfolio review directed a requirements-based assessment on the need for Army utility fixed wing aircraft. The ARNG expects more fidelity from HQDA in the coming months on the number of utility fixed wing aircraft the ARNG will continue to retain and operate to meet Army fixed wing requirements.

National Guard and Reserve Equipment Appropriation

The National Guard and Reserve Equipment Appropriation (NGREA) is a special Defense Appropriation that complements each Service's base appropriation. NGREA is intended to procure critical modernization items of equipment that the base appropriation is not able to fund.

The Army's goal is to ensure that ARNG units are equipped properly with Critical Dual Use (CDU) capabilities to execute Homeland Defense and Defense Support to Civil Authorities (HLD/DSCA) missions effectively. These missions include federal such as overseas deployments and state such as disaster relief in support of the governors. Our specific ARNG goal is to equip the ARNG with over 80% of the CDU requirement. The Army has committed to keeping CDU equipment levels above 80% on hand. According to the National Guard and Reserve Equipment Report (NGRER) 2010 report, the ARNG has the following key equipping challenges:

1. Achieving full transparency for procurement and distribution.
2. Equipping units for pre-mobilization training and deployment.
3. Equipping units for their Homeland Missions
4. Modernizing our helicopter fleet
5. Modernizing our Tactical Wheeled Vehicle (TWV) fleet

The above challenges involve obtaining a full complement of "heavy tactical vehicles, small arms, communications systems, field artillery systems, and combat systems" (NGRER, 2010, p. 1-8)

Military Construction (MILCON)

Currently, 40% of our Readiness Centers are over 50 years old. Not only do many of these facilities fail to meet the needs of a 21st century operational force, many fall short of DoD, federal, or state building standards and requirements to include: anti-terrorism/force protection, energy efficiencies, and

Americans with Disabilities Act (ACT) requirements. The Army National Guard fiscal year 2012 military construction request for \$774 million is focused on improving this situation and making additional MILCON improvements in the categories of Grow the Army, Modernization, Transformation, Training Support, and Planning and Design and Unspecified Minor Military Construction. Under the Grow the Army category, we are submitting a request of \$101 million for 11 Readiness Centers. These new Readiness Centers will be implementing the energy efficiencies. For Modernization, our budget request includes \$197.7 million for 11 projects including readiness centers and aviation support centers in support of our modern missions. For Transformation, we are requesting \$197.9 million for ten projects which include three Tactical Unmanned Aircraft System Facilities (TUAS), five Readiness Centers, one Army Aviation Support Facility, and one Field Maintenance Shop. For Training Support: In fiscal year 2012, the Army National Guard is requesting \$245 million for 16 projects which will support the training of our operational force. These funds will provide the facilities our Soldiers require as they train, mobilize, and deploy. Included are five Operations Readiness and Training Complexes (ORTC), seven range projects, one Maneuver Area Training and Equipment Site (MATES), one railhead expansion and container facility, and two deployment processing facilities. For Other Support Programs, our fiscal year 2012 Army National Guard budget contains \$20 million for planning and design of future projects and \$12 million for unspecified minor military construction to address unforeseen critical needs or emergent mission requirements.

Lack of a fully funded MILCON request creates a significant backlog for construction projects. Deficiencies primarily exist in four main areas within ARNG facilities: readiness centers, training facilities, maintenance facilities, and infrastructure. The funding backlog for readiness centers is \$30.3 billion; the majority of these facilities cannot meet anti-terrorism/force protection (AT/FP) requirements.

ARNG Resilience

People are our most precious resource. The quality of the Citizen-Soldiers of the Army National Guard is unprecedented. However, we are experiencing a troubling increase in the incidence of suicides. In Calendar Year 2010, the ARNG suicide rate nearly doubled; the number of ARNG suicides for CY2009 and CY2010 were 62 and 112, respectively. Ninety-one percent of the ARNG Soldiers who committed suicide were Traditional Drilling Guardsmen vs. full-time Army National Guard and are not eligible for many of the support services available to the AC or our Title 32 Active Guard and Reserve Soldiers. Some had deployed in support of Army operations and over half had not deployed or were still in the process of being indoctrinated into the ARNG. While we do not know what triggers their decisions, we do know that the stressors that may affect their outlook such as employment, relationship issues and previous behavioral health issues must be identified and mitigated to promote their welfare and well-being. Subsequently, the ARNG is teaming with DoD and the Army to incorporate Traditional Drilling Guardsmen into future studies such as the Study to Access Risk and Resilience in Our Service Members (STARRS).

The ARNG has made the promotion of Resilience and Risk Reduction with a corresponding decrease in suicidal behavior our top priority. The ARNG has developed a holistic approach to enhance the resilience and coping skills of our Soldiers, Families, and Civilians by promoting risk reduction through leadership awareness, training and intervention programs. The ARNG Resilience, Risk Reduction and Suicide Prevention Campaign Plan was developed to promote an integrated program of prevention, intervention and mitigation at all levels. This document nested all other collaborative efforts within DOD, Army and NGB to promote unity of effort and synchronize our objectives. The plan was also distributed to State Leadership to shape and focus their efforts on improving the mental, physical, and spiritual health of their Soldiers and Families throughout our formations.

Since our Citizen-Soldiers are reflective of society as a whole, it comes as no surprise that in-depth analysis indicates the increased ARNG suicide rate may correspond to an increasing national trend in at-risk and suicidal ideations and attempts. In addition to our efforts to promote Soldier resilience, the ARNG leadership also recognizes the role of ARNG Families, Peers, and Employers as providing the foundation of each Soldier's support network. These groups are present in the Soldier's life between their traditional drill periods and have the ability to identify and address negative behaviors before they lead to functional impairment or at-risk behaviors. The ARNG provided the States with training programs for both family members and employers to assist in identifying those that should be referred to unit leadership for assistance and the applicable

support services available in their community. States have capitalized on community based resources and solutions to provide services beyond the installation.

The ARNG resourced 54 Suicide Prevention Program Managers in the States in FY10 and trained over 200 Master Resiliency Trainers assigned to brigades and battalions. We are striving to help each of our Soldiers become ready and resilient. For instance, the ARNG Leader's Guide to Soldier Resilience was developed to provide "battle drills" for common Soldier issues; this publication complements the ARNG CSM's Soldier to Soldier Peer Support program promoting "Buddy Aid" including basic intervention skills and trigger points for referrals or emergent care. The ARNG CSM has emphasized the roles and responsibilities of leadership during his two national CSM conferences this past year. Our Soldiers and families are encouraged to take the Global Assessment Tool, which identifies individual resilience levels and uses the self developmental modules to increase self awareness and resilience. Additionally, we increased collaboration with the Army Center for Substance Abuse in order to address substance abuse prevention, outreach and treatment for Soldiers, as well as Leaders and Families, so they understand their roles. Our efforts to increase assets available to Commanders to improve Soldier resilience include partnerships with national and community organizations such as the American Red Cross, Substance Abuse and Mental Health Services Agency, counselors and clergy, and use of the Army's Comprehensive Soldier Fitness Program.

Within the Army National Guard, we have set an ultimate goal of zero suicides. Our current count is 12 suicides so far this calendar year versus 22 this time last year. At this time it is too early to determine State level trends but we will continue to monitor them. Several States have developed comprehensive social support and mental health initiatives. These programs emerged out of a need to promote Soldier and family resilience and reduce potential stressors including employment and financial issues, domestic strife and promoting reintegration following deployment. Several of our States including Michigan, Nevada, Nebraska, California, Wisconsin, Kansas, and Illinois have innovative resilience programs and the National Guard Bureau is encouraging the exchange and expansion of best practices. The Army National Guard, in conjunction with the Active Army, the Department of Defense, the Department of Veterans Affairs, and each of the States, territories, and District of Columbia has made turning this trend around a priority. Many more efforts too numerous to cover here are ongoing and I am confident that, as a team we will turn this trend around. In the end, I believe the Soldiers and Families of the Army National Guard will be more resilient and ready in the service to the communities, States and the nation.

While the ARNG is making great strides within States to integrate suicide prevention, intervention, and risk mitigation at all levels, more work needs to be done in this area. Desired ARNG capabilities, in terms of resilience, risk reduction, and suicide prevention, include emergent care and treatment for ARNG Soldiers regardless of status; behavioral health and substance abuse treatment for Soldiers, regardless of status; resources to train and support State

Resilience and Crisis Intervention personnel; and embedded behavioral health capability at the brigade level to promote healthy lifestyles and provide early identification of the potential at-risk Soldiers. After a nearly decade-long era of “persistent engagement,” ARNG families have been truly remarkable and their health and well-being are absolutely critical to the security of the nation. The services are vital to sustain our role as an operational force as well as promoting the continuum of care for those AC Soldiers who will transition to the RC during the upcoming reduction in the Army’s end strength.

Acknowledging unemployment as a stressful challenge affecting our Soldiers and Families, the Army National Guard implemented employment outreach as a necessary step in building resilience. The Job Connection Education Program is an employment initiative designed to help improve quality of life for unemployed or underemployed Soldiers. This program focuses on how Soldiers seek, obtain, and retain civilian employment.

In 2009, the Army Reserve and the Army National Guard became partners in a collaborative effort to build relationships with employers. In 2010, the employment program was renamed to the Employer Partnership Office (EPO). The goal of the EPO program is to create employment opportunities for Soldiers by establishing a good working relationship with the private sector. The program, in 2011, is known as the Employer Partnership of the Armed Forces. Members from all the Reserve components, their Families, and Veterans have access to the tools and benefits of this program.

Of most importance is the effort to build resilience in our Soldiers. We are training "Master Resilience Trainers" and "Resilience Training Assistants" both of whom are Soldiers with acquired resources and insights. They will be assigned to every Company-size unit and will be responsible for teaching Soldiers coping skills. There are many more efforts too numerous to cover here that are ongoing and I am confident that, as a team we will turn this trend around. In the end, I believe the Soldiers and Families of the Army National Guard will not just be physically strong, but will be an emotionally and spiritually stronger force in service to our States, territories, District and nation.

Medical Readiness

Medical readiness of the Army National Guard is one of our highest priorities and as such we have provided the states with additional resources in support of the medical readiness mission. A national Case Manager/Care Coordinator contract has been in place since 2006 to assist in supporting the management of Soldiers identified with medical conditions that prevent deployment. Currently 100 Nurse Case Managers and 328 Care Coordinators are supporting all medical issues to ensure Soldiers have the best opportunity to regain medical deployability status.

In the past two years we have added full-time Medical Readiness NCOs (Non-Commissioned Officers) located in Battalion and above organizations. Medical Readiness NCOs are responsible for the identification of medical conditions which may require some action by the case management team and serve as the medical readiness advisor to the commander.

Medical care has always been in place to support any Soldier in the ARNG with an injury or illness proven to be in the Line of Duty (LOD). The care is coordinated with the Military Medical Support Office through our Joint Force Headquarter Health Systems Specialist (HSS). Medical care provided based on an LOD is limited to the condition that occurred while in a duty status.

Additional efforts have been made administratively to provide assistance to those Soldiers identified that have certain medical conditions. The ARNG Medical Management Processing System was introduced this past December and provides a framework to manage Soldiers identified with medical conditions through the complexities of our health care systems. Effective use of this framework can assist in the return of Soldiers into our formations or into the Physical Disability Evaluation System (PDES).

In an effort to assist reserve component Soldiers who were having difficulty in negotiating through the Army PDES, the Army established the Reserve Component Soldier Medical Support Center. The purpose of the RC SMSC is to expedite and assist Soldiers with PDES processing and ensure packets going through this system are complete, validated and tracked through the Electronic Medical Board system (eMEB). We are currently validating our numbers, however, it appears up to 12,000 Soldiers in the ARNG may require processing through the Medical Evaluation board/ Physical Evaluation Board (MEB/PEB).

When preparing our Soldiers for mobilization much time and effort is taken to ensure all Soldiers meet the medical standards as outlined by the theater of

operation. Today, units arrive at mobilization stations with over 90% of all Soldiers in the ARNG arriving at the mobilization station ready for deployment. The other 10% have minimal medical actions required in order to clear them for deployment. With that said less than 1% of the ARNG Soldiers sent to mobilize come back to the state with an identified medical concern that prevents them from deploying into their theater of operation.

Since September 2001, 640 ARNG Soldiers have paid the ultimate sacrifice in combat operations while 5,152 were wounded in action. As of March 7, 2011 the ARNG has 1,795 Soldiers assigned to the Warrior Transition Unit (WTU), 1,481 assigned to the Community Based Warrior Transition Unit (CBWTU) with a combined population of 3,276 Soldiers currently assigned. The cumulative numbers of Soldiers assigned since September 2001 is 29,007. Additionally, 5,164 Soldiers have been wounded in action and 10,702 suffered from disease or non-battle injuries while deployed in support of contingency operations.

Soldiers who have deployed in support of a contingency operation have additional medical resources to call upon when the need arises. All Soldiers who deploy are eligible for TRICARE Early Eligibility 180 days prior to mobilization and 180 days post mobilization through the Transitional Assistance Management Program (TAMP). Eligible family members are also able to participate in TRICARE during the Soldiers mobilization. Soldiers can also enroll in the Department of Veterans Affairs (VA) health care system during demobilization. Recently discharged combat Veterans are eligible to take advantage of an

enhanced health care enrollment opportunity for 5 years after discharge. After the 5 year period, these Veterans will still be able to apply for health benefits with VA, but will have their status for receiving VA health care determined under normal VA procedures that base health care priority status on the severity of a service-connected disability or other eligibility factors. This would mean some Veterans could face income or asset-based restrictions, as well as delays in establishing their VA health care eligibility while their disability status is determined..

Providing care for our Soldiers who have never deployed has improved since Congress passed legislation in 2008 to support participation in the TRICARE network via TRICARE Reserve Select (TRS). TRS is a premium based health plan available for members of the Ready Reserve and their family members. Current premiums are \$53.16 per month for member only coverage and \$197.76 a month for member and family coverage. Although that might not seem like a lot of money, for a junior enlisted Soldier that could mean his or her entire monthly drill check going to pay for health care premiums. As of January 2011, 15,769 Soldiers are currently enrolled in TRS in the Army National Guard. The ARNG is focusing on reducing the number of medically non-deployable Soldiers within our formations, but without a full-time health care benefit medical readiness remains a challenge.

Closing Remarks

I appreciate the opportunity to be here today and invite your questions and comments.

QUESTIONS SUBMITTED BY MEMBERS POST HEARING

APRIL 1, 2011

QUESTIONS SUBMITTED BY MR. BARTLETT

Mr. BARTLETT. LTG Stultz, not all of the Army Reserve Component Shadow systems authorized in the Fires Brigades and Battlefield Surveillance Brigades are funded. What is the Army's plan to fund these?

General STULTZ. HQDA has put on hold the funding of Shadow systems within the Fires Brigades and Battlefield Surveillance Brigades until the completion of the HQDA Military Intelligence Rebalance Plan (MI Rebalance Plan). The plan will determine the Shadow system requirements for the Shadow system in the Fires Brigades and the Battlefield Surveillance Brigades (BfSB).

Currently, the Army Reserve is scheduled to stand-up four Shadow platoons (one for each (BfSB) Military Intelligence Battalion). There are four Shadow systems per platoon. A total of 16 Shadow systems. The activation dates and locations will be determined after the completion of the MI Rebalance Plan. These four Shadow platoons represent 3.5% (four platoons out of 112) of the Army-wide force structure.

Mr. BARTLETT. LTG Stultz and MG Carpenter, as you are aware, the Army has indicated the acquisition objective for new production Utility and Up-Armor Humvees is complete and the Army now plans to transition from new production Humvees to focusing on "recapping" those in current inventory and those returning from Iraq.

What is the Army National Guard's and Army Reserve's position toward the Army's new acquisition strategy for Humvees?

General STULTZ. The Army Reserve supports the new acquisition strategy for HMMWV. The AR is currently 94% equipment on hand for HMMWV.

Mr. BARTLETT. Night vision systems such as goggles, aiming lights, and thermal detection devices are key enablers for Army forces. With the nation engaged in multiple combat, counter-terror, and no fly zone operations, we are relying increasingly on our Army National Guard and Reserve Forces to support these types of military operations, as well as humanitarian/disaster relief and recovery operations. Ensuring that National Guard and Reserve forces have the necessary training and equipment to participate in joint operations is a high priority.

Does your budget include funding to continue modernization of National Guard and Reserve night vision capabilities, to include state of the art night vision goggles, aiming lights, and thermal detection devices?

General STULTZ. HQDA has resourced the Army Reserve's requirements in Night Vision Devices and Thermal Weapon sights and fielding of this equipment is ongoing. Additionally, the Army's FY 12 PB included funding to support the future fielding of Enhanced Night Vision Devices to the Army Reserve. This capability will continue to modernize the Army Reserve's Night Vision Capabilities.

Mr. BARTLETT. Could you provide an assessment of your strategy and resourcing to equip our Army National Guard and Reserve forces with these advanced night vision capabilities?

General STULTZ. Current resourcing planned for the Army Reserve is adequate for known requirements and will continue to be reviewed and refined with future Army POM submissions.

Mr. BARTLETT. What are the National Guard's shortfalls in night vision capabilities and requirements to maintain its readiness to fulfill homeland defense and state disaster recovery and relief missions?

General STULTZ. As the first Title X responder, the Army Reserve has the night vision capabilities required to provide support to homeland defense and security. The Army Reserve's night vision systems EOH is 100%.

Mr. BARTLETT. When do you anticipate fulfilling these requirements?

General STULTZ. The Army Reserve requirements for Night Vision System continue to increase and over the next two fiscal years due to force structure equipment requirements increase. The Army Reserve continues to work with HQDA to fill these requirements.

Mr. BARTLETT. Please describe the progress that has been made on improving visibility of tracking equipment requirements through budget preparation and review, appropriations, funding allocation and ultimately in the distribution of new equipment?

General STULTZ. Presently, the HQDA's transparency process is manually-intensive with data gaps between reports and existing programs, preventing 100% accuracy. However, bridging those gaps is a top priority for the Army. The Army Reserve is a vested stakeholder in this initiative.

Simultaneously, the HQDA is developing a systemic process to replace the existing manual process. Changes to property the accountability system have been implemented to register unique identification tags that are now affixed to newly produced equipment. This increases the Army's ability to trace equipment delivery to a unit and tie it back to an appropriation. Although there has been much advancement in the development of a systematic process, this is an ongoing process that requires much more work. The Army Reserve actively supports these transparency efforts. This is an ongoing process.

Mr. BARTLETT. What mechanisms are in place to ensure that when Congress provides additional funding for National Guard and Reserve equipment that the Army and Air Force actually follows through on executing the funding and providing the equipment?

General STULTZ. The Army is improving a manual transparency process and simultaneously developing a systematic process to trace the delivery of a piece of equipment to a unit and tie it back to an appropriation. The Army Reserve is a vested stakeholder in this HQDA initiative.

In response to CONGR 42 and 43 requirements, the Army Reserve is arduously working with Headquarters, Department of the Army (HQDA) on the improvement of current equipment delivery and distribution processes to enable accountability, transparency, and traceability of equipment distributions.

The Army has implemented changes to its property accountability system to register unique identification tags that are now affixed to newly produced equipment. The Army Reserve actively supports these transparency efforts for a systematic process to certify delivery of equipment. The Army goal is to tie that equipment certification back to an appropriation. This is an ongoing process.

Mr. BARTLETT. What is the total investment required to adequately resource an "operational reserve"? And, are the National Guard and Reserve Components organized and capable of maintaining and managing this increase in equipment inventory through the out-years?

General STULTZ. The Army Reserve estimates that it would cost \$8.9B dollars to modernize 100% of the current Army Reserve equipment requirements. Currently, the Army Reserve is organized and capable of maintaining and managing this increase in equipment inventory. However, it is anticipated that the Army Reserve will need increased resourcing for maintenance, training, and facilities to sustain the Army Reserve inventory as it continues to modernize and more technical. The MRAP is an example of a system that will create and require additional resourcing for training and to modernize our maintenance capabilities and facilities.

Mr. BARTLETT. Background: The Department of Defense's 2010 report on its Quadrennial Defense Review (QDR) recognized the contributions of the National Guard and reserves in ongoing operations. In addition, the report noted that challenges facing the United States today and in the future will require employing the National Guard and reserves as an operational reserve while providing sufficient strategic depth. However, the Department did not specify actions it would take to support the reserves in their operational role. The QDR also required a "Comprehensive Review of the Future Role of the Reserve Component" which is expected to reshape and redefine the National Guard and Reserve Components.

Please provide details regarding the status of this review. How will the Guard and Reserve Components be impacted by these findings?

The QDR reported asserted that the reserve component has untapped capability and capacity. Could you comment on the type and quantity of untapped capability and capacity you see in the National Guard and Reserve Component now?

General STULTZ. Report findings and recommendations, released by the Secretary of Defense in April 2011, confirm the need for a fully integrated Total Force, and acknowledges the necessity for future use of the RC as an operational force—to deter potential adversaries, to respond to unforeseen contingencies, to preserve the All-Volunteer Force, and to maintain connected to the American public. Key recommendations affecting the Army Reserve include the need for both assured funding (in the base budget) and legislation to provide assured access for supporting Combatant Commander Theater Engagement activities and for domestic disaster response.

Recommendations from the Report, along with results from previous studies, such as the Report from the Commission on National Guard and Reserves provide the foundation for developing a comprehensive DoD execution strategy for use of the RC

in an operational role, and for other important changes needed to fully leverage future contributions of the RC to the nation.

For the past ten years RC capabilities and capacity have been fully committed to “a nation at war.” However, as draw-downs in Iraq and Afghanistan lessens the demand for military forces, RC capabilities and capacity become available over time for other missions. The unpredictable security environment of the foreseeable future combined with the fiscal realities we now face create an imperative to leverage both RC operational experiences and RC capabilities and capacity as a source to meet future global defense obligations.

Vital military capabilities provided by AR Soldiers (enhanced by civilian skills), when integrated into Total Army processes, can be used in the future to provide greater support to theater security operations world-wide, domestic disaster response (with appropriate enabling legislation), and for leveraging Army Reserve civilian skills in support of emerging requirements.

Additional capacity provided by the RC, when fully integrated into the Total Force is essential for providing expeditionary enablers for future theater engagement activities, contingency operations at home and abroad, for providing strategic depth and for preserving the All-Volunteer Force.

Mr. BARTLETT. What is your most critical equipment shortfall?

General STULTZ. The AR has seen improvements in EOH (91%) and modernization (67%). Critical shortages remain in Command and Control Systems, Construction Equipment, Civil Affairs/Military Information Support Operations (PSYOP) Equipment, Route Clearance Equipment, a Replacement for the Ambulance HMMWV and Training Simulators.

Mr. BARTLETT. How can we, as Congress, help in eliminating this equipment shortfall?

General STULTZ. Continued support in National Guard Reserve Equipment Appropriation (NGREA) and Congressional Plus-ups for the Army Reserve. Both enable the Army Reserve to procure modernized equipment for training and mission support that the Army is unable to provide. In addition, continued support to the total Army equipment budget request supports the Army Reserve.

Mr. BARTLETT. What are your thoughts on the National Guard and Reserve Equipment Account that Congress has approved in previous fiscal years?

General STULTZ. The Army Reserve greatly appreciates the support it receives in National Guard Reserve Equipment Appropriation (NGREA). The NGREA and Congressional Plus-Ups are invaluable to the Army Reserve and enable the procurement of modernized equipment and training simulators to increase our operational readiness. This fiscal year (FY 11), the Army Reserve was appropriated \$140M, 16% of the total NGREA.

Mr. BARTLETT. Has this account been effective?

General STULTZ. Yes, the NGREA and Congressional Adds are most effective. This resourcing enables the Army Reserve to fill the resourcing gap to meet the Army Campaign Plan objective to operationalize the AR.

Mr. BARTLETT. Are you able to obligate funds from this account in a timely manner?

General STULTZ. Yes. Historically, the Army Reserve has obligated 100% of the NGREA within the three year time period. The Army Reserve is now working toward the goal to obligate the funds in accordance with the congressional guidance of 80% the first year, 90% the second year and 100% the third year. However, meeting the first year obligation rate for the FY11 NGREA will be a challenges due to the late Appropriation. The Army Reserve is prepared to begin execution of the funds once received.

Mr. BARTLETT. Please describe the progress that has been made on improving visibility of tracking equipment requirements through budget preparation and review, appropriations, funding allocation and ultimately in the distribution of new equipment.

General STENNER. The Air Force Reserve (AFR) has greatly improved its equipment tracking capability through process improvements within the Air Force Reserve Command (AFRC) and business practices improvements with the Air Staff, the Secretary of the Air Force (SAF), and the Office of the Secretary of Defense (OSD). A re-tooled and fully staffed requirements organization has been created at the AFRC Headquarters, AFRC/A5R, that is charged with all of the AFR's equipment and modernization related duties. The AFR Headquarters staff (AF/RE) has been tasked to work closely with SAF, OSD, and Congress to keep them informed of all equipment issues affecting the AFR. A Prioritized Integrated Requirements List (PIRL) is created annually and then updated throughout the requirements cycle to reflect the ever changing equipment and modernization needs of the AFR. The AFR's National Guard & Reserve Equipment Account (NGREA) Procurement Plan

undergoes rigorous reviews by the AFRC Corporate Structure, SAF, and OSD before being sent to Congress for approval. The AFR requirements team works in concert with the Air National Guard and Regular Air Force to ensure its equipment and modernization plans mesh with the needs of the Air Force and provide the Combatant Commanders the necessary combat capability for today's fight and future threats.

Mr. BARTLETT. What mechanisms are in place to ensure that when Congress provides additional funding for National Guard and Reserve equipment that the Army and Air Force actually follows through on executing the funding and providing the equipment?

General STENNER. The Air Force Reserve (AFR) requirements process is a bottom-up driven enterprise that undergoes detailed review at every level. A requirement transits Combat Planning Councils, Requirements Development Teams, Reserve Requirements Tribunals, and the Air Force Reserve Command (AFRC) Corporate Structure before it is approved by the Commander of AFRC. Once the requirement is approved, it competes for funding from various sources including the National Guard & Reserve Equipment Appropriation (NGREA). If it is placed on the NGREA Procurement Plan, the item is approved through the Secretary of the Air Force and the Office of the Secretary of Defense channels before being sent to Congress for approval. Once approval is received, the AFR works with the system program offices to get it on contract as soon as possible. The AFRC's newly re-tooled requirements organization, AFRC/A5R, and the AFRC Program Element managers constantly monitor the contract execution. A semi-annual review of all programs is completed by AFRC/A5R and funds are re-allocated from under-performing contracts to ones that are performing or to newly vetted requirements that are urgently needed by the warfighter. The proof of how the AFR follows through on providing needed equipment is evident in our historical 12-year, 99.7% NGREA execution rate.

Additionally, in order to improve first and second year execution of NGREA funding the AFR has committed to developing a strategy of producing a NGREA three year procurement plan to enable longer-term and higher-confidence planning for the Air Force Acquisition Program Management Offices. This plan is designed to prepare the Air Force System Program Offices for the uncertainty of NGREA amounts by banding funding levels into three categories: highest likelihood, significant likelihood, and potential likelihood of funding amounts and AFR strategies to execute funding for each category. The AFR NGREA three-year procurement and investment plan will be revised annually.

Mr. BARTLETT. a) What is the total investment required to adequately resource an "operational reserve"?

b) And, are the National Guard and Reserve Components organized and capable of maintaining and managing this increase in equipment inventory through the out years?

General STENNER. a) The Air Force Reserve (AFR) is currently funded and equipped as a "strategic reserve" but leveraged daily as an "operational reserve" force with the use of the military personnel appropriation (MPA). The MPA funding that we receive is gradually decreasing, limiting our participation as an "operational force".

b) We are organized and currently have the capacity to increase our capability if the proper manpower and equipment resources were to increase in the out-years. We maintain the most efficient, experienced and operationally capable force, but operate some of the oldest aircraft in the Air Force fleet. For us to fully capture the capability of an "operational reserve", we will require increases in all facets of funding from sustainment to recapitalization.

Mr. BARTLETT. Background: The Department of Defense's 2010 report on its Quadrennial Defense Review (QDR) recognized the contributions of the National Guard and reserves in ongoing operations. In addition, the report noted that challenges facing the United States today and in the future will require employing the National Guard and reserves as an operational reserve while providing sufficient strategic depth. However, the Department did not specify actions it would take to support the reserves in their operational role. The QDR also required a "Comprehensive Review of the Future Role of the Reserve Component" which is expected to reshape and redefine the National Guard and Reserve Components.

Please provide details regarding the status of this review. How will the Guard and Reserve Components be impacted by these findings?

The QDR reported asserted that the reserve component has untapped capability and capacity. Could you comment on the type and quantity of untapped capability and capacity you see in the National Guard and Reserve Component now?

General STENNER. We applaud the Department on all that has been done to support Air Force Reserve Citizen Airmen participation as Total Force partners on the

Joint team and the consideration given to the right balance and mix of missions across components. Current initiatives are examining personnel management policies that will provide a flexible Continuum of Service to allow Reserve members to serve at varying levels of participation in either a part-time or full-time status. We urge the Department to finish the work now underway and make the Continuum of Service a reality.

As a result of a comprehensive review of the Military Personnel Appropriation (MPA) Man-day program, clear guidance has been issued on member leave, tour length, and notification requirements. Continued funding of the MPA program in base budgets will ensure Air Reserve Component (ARC) access to meet non-surge, steady state demand. In addition, continued access to our operationally-ready Air Force Reserve, the Department must to continue to program the use of the Reserve Component in its base budgets as well as identify imbalances in Total Force capabilities and equities. Utilizing ARC forces for predictable operational rotations as well as future roles in Agile Combat Support mission areas such as training and Building Partnerships will further support the ARC in their operational role.

Mr. BARTLETT. a) What is your most critical equipment shortfall? b) How can we, as Congress, help in eliminating this equipment shortfall?

General STENNER. a) The most critical equipment shortfall for the Air Force Reserve (AFR) currently is the Large Aircraft Infrared Countermeasures (LAIRCM) system for our legacy mobility aircraft fleet. Our C-130 fleet, as a result of the National Guard & Reserve Equipment Appropriation (NGREA) funding, is well on its way to being completely modified. Air Mobility Command (AMC) has a plan to modify our C-5's but currently are last in line to receive the upgrade. The KC-135 community has defined a cost-effective LAIRCM solution but is without funding.

b) Congress has been extremely generous to the AFR in the last few years with additive resources for modernizing our aircraft. Providing a stable (i.e. Baseline) funding stream for LAIRCM across the AFR mobility fleet would greatly enhance the effectiveness and efficiency of the program while assuring the safety of our aircrews during combat operations.

Mr. BARTLETT. a) What are your thoughts on the National Guard and Reserve Equipment Account that Congress has approved in previous fiscal years?

b) Has this account been effective?

c) Are you able to obligate funds from this account in a timely manner?

General STENNER. a) Congress has been extremely generous in providing the National Guard & Reserve Account (NGREA) funding for the modernization and purchase of Air Reserve Component equipment. Without these funds, the modernization of Air Force Reserve (AFR) aircraft would have been almost non-existent. The AFR does not usually rank high enough on Lead Major Command's modernization priority lists to receive Program Objective Memorandum (POM'd) funding. In today's constrained fiscal reality, that fact has even greater impact.

b) The account has been extremely effective and efficient for both the Air National Guard (ANG) and AFR. Since we upgrade legacy platforms, the goal is to provide an 80% solution at 20% of the cost. We do this by working closely with our ANG counterparts to streamline contracts and utilize commercial-off-the-shelf (COTS) products. This relieves us of the burden of expensive research and development and puts the funding directly into the purchase of increased combat capability.

c) Full obligation and execution within the 3-year life of NGREA funds has never been an issue. In the last 12 years, the AFR has executed 99.7% of their allocated NGREA funds. The difficulty lies in our first year obligation rates and the reasons for those difficulties are many. We, in partnership with the ANG, the Air Force Headquarters Staff for Acquisitions (SAF/AQ), the Air Force Materiel Command (AFMC), and the individual system program offices (SPOs), are currently working closely together to identify what the difficulties are and to implement new policies, procedures, and guidelines to ensure we meet the expectation of Congress.

Mr. BARTLETT. Please describe the progress that has been made on improving visibility of tracking equipment requirements through budget preparation and review, appropriations, funding allocation and ultimately in the distribution of new equipment?

General WYATT and General CARPENTER. Over the past few years, the Army has significantly improved transparency within its equipment procurement and distribution processes. Beginning with the FY09 budget submission, the Army began expanding budget exhibits to include component-level breakouts of funding and quantities. This enables the Army to track funding through the distribution of new equipment. The new process is fully auditable and will allow delivered equipment to be traced back to its funding source. The Army met full compliance in FY11 by tracking all programs of interest that have Reserve Component allocations.

The Air Force has also changed their process to increase transparency, primarily by moving to central management of its vehicle fleet. This allows the Air Force to track their vehicle fleet from acquisition to distribution.

Mr. BARTLETT. What mechanisms are in place to ensure that when Congress provides additional funding for National Guard and Reserve equipment that the Army and Air Force actually follows through on executing the funding and providing the equipment?

General WYATT and General CARPENTER. When Congress provides National Guard and Reserves Equipment Account (NGREA) funding there are internal mechanisms to ensure the Army executes funding in accordance with Congressional intent and the Army National Guard (ARNG) receives the corresponding equipment.

During the year prior to the appropriation, the ARNG works through the Secretary of the Army Staff to determine which Critical Dual Use items have current contracts in the year of the appropriation and coordinates contract headspace for NGREA funding. The ARNG coordinates the transfer of NGREA funding to Army Program Managers and tracks it through delivery to ARNG units.

Similarly, the Air National Guard also communicates regularly with the Air Force regarding the disbursement of funds. The Air Force is also providing assistance to the Air National Guard by issuing policy letters that will drive process changes to speed the obligation of NGREA funds.

Mr. BARTLETT. a) What is the total investment required to adequately resource an "operational reserve"?

b) And, are the National Guard and Reserve Components organized and capable of maintaining and managing this increase in equipment inventory through the out years?

General WYATT and General CARPENTER. a) To remain an "operational reserve" the Army National Guard (ARNG) requires an additional \$401M annually for training days and operations and support funding. The additional days support required training to meet the readiness standards prior to mobilization and the requisite ground and air Operations Tempo to support this additional training. This additional investment will preserve the significant ARNG readiness improvements of the last decade ensuring trained and ready ARNG units are available when needed while also leveraging the cost effective nature of the ARNG as part of the Total Army.

b) The Air National Guard (ANG) is well organized and capable of maintaining and managing an increase in equipment inventory through the out years. The ANG is no longer a strategic reserve of the Air Force, but has been an operational force, working side by side with the active component, while maintaining a presence in the community to support domestic needs. The investment required continues to vary based on mission changes, and force structure modernization needs. However, the total investment required to achieve comparable capability, and fill gaps in capabilities for current mission sets, is documented in the ANG Major Weapons Systems Modernization Requirements Book and the Domestic Operations Equipment Requirements Book for 2011. Our field driven modernization process has identified approximately \$11 billion in requirements for weapons system modernization and \$592 million needed for domestic operations equipment.

Mr. BARTLETT. Background: The Department of Defense's 2010 report on its Quadrennial Defense Review (QDR) recognized the contributions of the National Guard and reserves in ongoing operations. In addition, the report noted that challenges facing the United States today and in the future will require employing the National Guard and reserves as an operational reserve while providing sufficient strategic depth. However, the Department did not specify actions it would take to support the reserves in their operational role. The QDR also required a "Comprehensive Review of the Future Role of the Reserve Component" which is expected to reshape and redefine the National Guard and Reserve Components.

Please provide details regarding the status of this review. How will the Guard and Reserve Components be impacted by these findings?

The QDR reported asserted that the reserve component has untapped capability and capacity. Could you comment on the type and quantity of untapped capability and capacity you see in the National Guard and Reserve Component now?

General WYATT and General CARPENTER. The "Comprehensive Review of the Future Role of the Reserve Component" was completed by the Office of the Vice Chairman of the Joint Chiefs of Staff and the Assistant Secretary of Defense for Reserve Affairs on April 5, 2011. The report is available for public consumption.

The findings of the report will help drive the Department of Defense's legislative and budgetary proposals for future fiscal years. A major finding of the report is the need to amend Title 10, United States Code, Section 12304. A legislative proposal

related to that finding was submitted with the Department's Fiscal Year 2012 legislative proposals.

According to the report: "Using the Guard and Reserve to best advantage increases the overall capability and capacity of the United States to defend its interests. In the absence of major conflict, the Reserve Component is best employed for missions and tasks that are predictable, relatively consistent over time, and whose success can be substantially enabled by long-term personal and geographic relationships.

The Reserve Component is well suited for use as a source of strategic depth as well as in a wide variety of operational roles, including: (1) rotating operational units deployed in response to Combatant Commander (CCDR) needs and Service requirements; (2) units and teams deployed in support of CCDR Theater Security Cooperation and Building Partner Capacity activities around the globe; (3) individual augmentees who can be deployed in response to CCDR, Defense agency, or Service needs; (4) units, teams, and individuals to support core Unified Command Plan (UCP) missions such as HD and DSCA as well as to support Governors in state security; and (5) units, teams, and individuals assigned to support DoD or Service institutional needs."

Mr. BARTLETT. What is your most critical equipment shortfall? How can we, as Congress, help in eliminating this equipment shortfall?

General WYATT and General CARPENTER. The Army National Guard's (ARNG) most critical equipment shortfall is General Engineering Equipment.

The Army is currently modernizing key pieces of General Engineering equipment and continuing a progressive path towards fielding lower density equipment. Systems such as the Hydraulic Excavator and Dozers are transitioning into modernization fielding. Based on current fielding plans, the Army National Guard will have 75% of its required Excavators and Dozers by FY17.

The Army continues to improve the Equipment On Hand and modernization levels for the ARNG. The ARNG's equipment requirements and priorities are included in the Army's program. Congress' support of the National Guard and Reserves Equipment Account funding has been critical in providing the ARNG Critical Dual Use equipment.

The major equipment shortfalls and modernization needs are listed in the Air National Guard Major Weapons Systems Modernization Requirements Book and the Domestic Operations Equipment Requirements Book for 2011. These assets range from avionics upgrades, Beyond Line of Sight radios, Secure Line of Sight radios, Targeting Pod upgrades, Handheld Laser Target Markers, to specialized commercial off the shelf equipment to support the Chemical, Biological, Radiological, Nuclear enterprise, such as interoperable communication, Prime power and route clearance heavy and light equipment. Our field driven modernization process has identified approximately \$11 billion in requirements for weapons system modernization and \$592 million needed for domestic operations equipment. These requirements are based on a bottom-up approach to generating, validating and vetting requirements for critical capabilities. The Air National Guard engages annually with experienced warfighters and emergency responders to document their top five critical capability gaps for each major weapons system.

Mr. BARTLETT. What are your thoughts on the National Guard and Reserve Equipment Account that Congress has approved in previous fiscal years? Has this account been effective? Are you able to obligate funds from this account in a timely manner?

General WYATT and General CARPENTER. National Guard and Reserve Equipment Account (NGREA) funding for has been very effective at complementing the funding the ARNG receives for equipment from the Active Army. As GEN McKinley recently testified "I would be remiss if I did not point how important NGREA has been and will be . . . in modernizing and equipping the Guard." The ARNG NGREA Business Rules prioritize critical items of equipment where a shortfall exists in modernization or on-hand quantities. The ARNG focuses on procuring critical dual use equipment; equipment that is used for overseas contingency operations and homeland support missions.

Army National Guard NGREA obligation rates have significantly improved in the past twelve months through the implementation of better business practices and communication with Department of the Army and Program Manager Offices. NGREA obligation rates for the FY09 and FY10 exceed Congressional and Office of the Secretary of Defense obligation standards. ARNG NGREA obligation rates as of June 2011 are as follows: FY09—98%; FY10—88%.

The National Guard and Reserve Equipment Account (NGREA) is the life blood of ANG modernization efforts. The active component's emphasis is on long term re-capitalization as Department of Defense budgets flatten, which increases the impor-

tance of NGREA for modernizing legacy ANG aircraft. In addition, the active component has not yet recognized the unique requirements driven by the ANG's domestic mission—NGREA is the primary means to fulfill these current domestic capability shortfalls.

The ANG changed the NGREA planning and execution process to meet the Office of the Secretary of Defense (OSD) goal of obligating 80% of procurement funds in the first fiscal year of the appropriation. The Air Force is also providing assistance by issuing policy letters that will drive process changes to speed obligations. ANG NGREA obligation rates are now within OSD standards, and as of June 2011 are as follows: FY09—93.5%; FY10—83.5%.

Mr. BARTLETT. MG Carpenter, many of the Army National Guard Shadow systems are not funded for conversion to TCDL (Tactical Common Data Link) enabling far greater bandwidth and security than the current analog data links. What is the Army's plan to fully fund the conversion of these critical systems?

General CARPENTER. The conversion of the Army National Guard's Shadow systems to Tactical Common Data Link (TCDL) is fully funded and on track to begin fielding by FY13. All Shadow systems in the Army National Guard will undergo this conversion by the end of FY17.

Mr. BARTLETT. LTG Stultz and MG Carpenter, as you are aware, the Army has indicated the acquisition objective for new production Utility and Up-Armor Humvees is complete and the Army now plans to transition from new production Humvees to focusing on "recapping" those in current inventory and those returning from Iraq.

What is the Army National Guard's and Army Reserve's position toward the Army's new acquisition strategy for Humvees?

General CARPENTER. The Army National Guard (ARNG) supports the Army's new HMMWV acquisition strategy to recapitalize the current inventory and vehicles returning from theater. Thirty-four percent of the ARNG HMMWV fleet is up-armored, which is comparable to the modernization levels of other Army Commands. Although the FY12 budget provides HMMWV recapitalization funds for recapitalization of the 3,300 legacy HMMWVs remaining in the ARNG inventory, it remains a significant concern, as these HMMWVs passed their 20 Year Economic Useful Life. The 11,300+ modernized HMMWVs in the ARNG are reliable and critical to pre-deployment training, as well as Homeland Defense/Homeland Security missions.

Mr. BARTLETT. Night vision systems such as goggles, aiming lights, and thermal detection devices are key enablers for Army forces. With the nation engaged in multiple combat, counter-terror, and no fly zone operations, we are relying increasingly on our Army National Guard and Reserve Forces to support these types of military operations, as well as humanitarian/disaster relief and recovery operations. Ensuring that National Guard and Reserve forces have the necessary training and equipment to participate in joint operations is a high priority.

Does your budget include funding to continue modernization of National Guard and Reserve night vision capabilities, to include state of the art night vision goggles, aiming lights, and thermal detection devices?

Could you provide an assessment of your strategy and resourcing to equip our Army National Guard and Reserve forces with these advanced night vision capabilities?

What are the National Guard's shortfalls in night vision capabilities and requirements to maintain its readiness to fulfill homeland defense and state disaster recovery and relief missions?

When do you anticipate fulfilling these requirements?

General CARPENTER. The ARNG is fielded to 100% of its aiming light requirement. The ARNG has over 90% of the requirement for night vision equipment and expects to be 100% fielded by FY12. All night vision equipment supplied to the ARNG is the most modern variant. The ARNG anticipates to receive its equitable share of modern night vision equipment beyond FY12, displacing legacy equipment from its inventory. The ARNG has 65% of its current required thermal weapons sights with the expectation to be fully fielded by the end of FY15.

QUESTIONS SUBMITTED BY MR. TURNER

Mr. TURNER. LTG Stultz and MG Carpenter, regarding the significant aging of the Guard (or) Reserve HMMWV fleet and the effect on readiness of using very aging equipment in the training cycle, could you tell me what percentage of your HMMWV fleet is 15 years or older? 20 years or older?

General STULTZ. The Army Reserve HMMWV equipment on-hand is 94%. Of these, 42% of the HMMWV fleet is 15 years or older, of which, 8% is greater than

20 years old. The age of our HMMWV fleet has minimal readiness impact due to reduced HMMWV operational tempo, reliance on theater provided equipment (TPE) and the increased use of the MRAP. Deploying forces are equipped with the modernized equipment through re-distribution or TPE.

Mr. TURNER. LTG Stultz and MG Carpenter, it appears you have a significant number of the oldest HMMWVs, the M998s—even if we re-cap those vehicles, don't we still have an older technology vehicle to train with and a vehicle that can't support the electronics and enhanced capability needed for the modern battlefield?

General STULTZ. All future RECAP distributions will be Armored Capable that can support the electronics and enhanced capability required on the modern battlefield. Deploying forces are equipped with the modernized equipment through redistribution or theater provided equipment.

The Army Reserve HMMWV EOH is 94%. 42% of the HMMWV fleet is 15 years or older. 41% of the HMMWV fleet is the recapitalized M998 or M1097R which is a modernized non-armored capable vehicle. 16% of the fleet is the armored (UAH) variant.

The Army Reserve is working with HQDA to re-allocate or rebalance the HMMWV fleet to increase the number of UAH variants and to replace the legacy fleet. All distributions of the HMMWV to the Army Reserve will be Armored Capable that can support the electronics and enhanced capability required on the modern battlefield. Upon completion of the rebalance the Army Reserve will have the right variant mix. Due to the reduced HMMWV operational tempo, reliance on theater provided equipment (TPE), and the increased use of the MRAP, the Army Reserve is able to meet its training and mission requirements with the HMMWV.

Mr. TURNER. LTG Stultz and MG Carpenter, regarding the significant aging of the Guard (or) Reserve HMMWV fleet and the effect on readiness of using very aging equipment in the training cycle, could you tell me what percentage of your HMMWV fleet is 15 years or older? 20 years or older?

General CARPENTER. The Army National Guard HMMWV fleet is at 100 percent of authorizations and has 3.5 percent of assigned vehicles at 15 to 20 years of age. A large portion (21.8 percent) of the ARNG HMMWV fleet is over 20 years of age and was neither rebuilt nor recapitalized by the maintenance system, however, future reductions in HMMWV authorizations will reduce this population of older vehicles to approximately 8.6 percent of the fleet.

Mr. TURNER. LTG Stultz and MG Carpenter, it appears you have a significant number of the oldest HMMWVs, the M998s—even if we re-cap those vehicles, don't we still have an older technology vehicle to train with and a vehicle that can't support the electronics and enhanced capability needed for the modern battlefield?

General CARPENTER. The ARNG has successfully fielded all the modern electronics systems into legacy HMMWVs. Both recapitalized and non-recapitalized vehicles can support modern electronics. The real issue is the ability of the newer systems to accept additional armor and be a deployable asset. Legacy HMMWVs cannot be up-armored for deployment. The legacy HMMWVs are lighter and are suitable for most Home Land missions in their current configuration.

QUESTIONS SUBMITTED BY MRS. ROBY

Mrs. ROBY. LTG Stultz and MG Carpenter, we are all aware that the Reserve Component role in our National defense has largely shifted from that of a strategic reserve to an operational reserve. Although contingency operations have expedited the issuance of modernized equipment to Reserve Component units, quantities of this modern equipment has been removed from the operational control of Reserve Component units through combat loss or due to necessary and understandable Combatant Commander Requirements (stay-behind equipment programs). The rapid replacement of this equipment to units in the contiguous U.S. (CONUS) is crucial, particularly for National Guard units. These shortfalls will likely become problematic when National Guard units are called upon by their Governor to respond to natural or man-made disasters, an annual occurrence in many states including Alabama.

Which Reserve Component units have equipment shortages due to combat loss or stay-behind equipment?

General STULTZ. The Army Reserve does not track combat losses. Once an Army Reserve unit is deployed the tracking of combat losses is the responsibility of the Combatant Commander. Combat losses are consolidated by HQDA and submitted for replacement through OCO resourcing. The replacement of these items to the impacted units is through a combination of OCO and Base Budget resourcing. The Army Reserve does track theater stay behind and diverted equipment. The Army

Reserve has received resourcing and payback for all FY 09 and earlier theater stay behind and diverted equipment. Since FY 09, all theater stay behind equipment has been for the use of Army Reserve units. Army Reserve equipment that HQDA G3 has directed to stay behind in theater or diverted from Army Reserve units have been in accordance with DoDD 1225.6 with a pay-back plan.

Mrs. ROBY. Of these, which are currently at Unit Status Report an overall readiness level of C-3 or lower due primarily to these shortfalls?

General STULTZ. As of May 2011, there are 502 units reporting S-4 with Engineer (16.9%), Medical (19.3%), and Military Police (10.2%) making up the majority of these organizations. These shortages are not a result of combat losses and stay behind equipment requirements.

Mrs. ROBY. Does the FY 2012 budget adequately fund filling equipment shortfalls in the affected Reserve Component units?

General STULTZ. The PBI2 adequately funds critical equipment shortfalls in the Army Reserve. We continue to work with HQDA to ensure that the Army Reserve units are equipped with modernized equipment to meet training and mission requirements. The Army Reserve is currently 67% modernized.

Mrs. ROBY. When are affected units scheduled to have their equipment shortfalls replaced?

General STULTZ. The Army Reserve will receive payback for the HQDA G3 directed theater stay behind or diverted equipment by FY 17.

Mrs. ROBY. Is it your understanding that the Department of Defense's intent is to fill all Reserve Component units to the level they were prior to fielding for deployment, or to bring them back to the readiness level they were at their peak during deployment? What is the path forward to bring these units to Unit Status Reporting levels* S-3, S-2, and S-1, respectively?

General STULTZ. Not all units will be returned to its original readiness status initially, in accordance with the ARFORGEN phases. When a unit demobilizes, it returns to the RESET phase and will progressively return to S-1 readiness status as it reaches the Available phase with the most modernized equipment needed to meet its operational requirements.

Mrs. ROBY. LTG Stultz and MG Carpenter, we are all aware that the Reserve Component role in our National defense has largely shifted from that of a strategic reserve to an operational reserve. Although contingency operations have expedited the issuance of modernized equipment to Reserve Component units, quantities of this modern equipment has been removed from the operational control of Reserve Component units through combat loss or due to necessary and understandable Combatant Commander Requirements (stay-behind equipment programs). The rapid replacement of this equipment to units in the contiguous U.S. (CONUS) is crucial, particularly for National Guard units. These shortfalls will likely become problematic when National Guard units are called upon by their Governor to respond to natural or man-made disasters, an annual occurrence in many states including Alabama. Which Reserve Component units have equipment shortages due to combat loss or stay-behind equipment? Of these, which are currently at Unit Status Report an overall readiness level of C-3 or lower due primarily to these shortfalls? Does the FY 2012 budget adequately fund filling equipment shortfalls in the affected Reserve Component units? When are affected units scheduled to have their equipment shortfalls replaced? Is it your understanding that the Department of Defense's intent is to fill all Reserve Component units to the level they were prior to fielding for deployment, or to bring them back to the readiness level they were at their peak during deployment? What is the path forward to bring these units to Unit Status Reporting levels* S-3, S-2, and S-1, respectively?

General CARPENTER. ARNG units provided 57.7K pieces of equipment early in the war to support theater equipment needs. This loss of equipment had a serious impact on readiness and domestic response capability beginning in the 2005-2006 timeframe. As the equipment taken was paid back, the equipment was generally provided to the highest priority unit or to a State with shortages for domestic response (hurricane States) at that time. Often enough time had passed that the original unit's shortfall had been mitigated by fieldings, redistribution or authorization changes. Army efforts to replace the equipment and modernize ARNG units were well supported by Congress and have had a dramatic effect in reconstituting ARNG units. Whereas much of the equipment taken in this timeframe was legacy, unparalleled amounts of modern equipment have replaced it. The impact of loss of equipment in the later years was less severe as Army units were able to draw equipment from theater and the Army was able to modernize those sets as necessary. As an example, the ARNG now has 100 percent of HMMWVs and heavy trucks and is quickly moving towards 100 percent in medium trucks. Concerning other types of equipment, the ARNG has been fielded over 100K of both the latest rifle and the

newest night vision goggle. The readiness challenges of today are more related to the Transformation of the Army and introduction of new equipment requirements than the previous loss of equipment to build theater stocks.

